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Ad money: how much is needed?

Of all sad words of tongue or pen, the saddest are these, 'It might have been.'

—John Greenleaf Whittier—

One of the privileges of being in the Recruiting Command is having the occasional opportunity to explain to other Army folks, or the public at large, why we "waste" all those tax dollars on such un-military fripperies as panelled offices, carpets on the floors, funny-colored (i.e., other than O.D. or brown) sedans and paid advertising. The answer, of course, is that we need it all to put people in the Army. Which leads, as the night follows day, to the next question: How do you know you need to spend all you do on facilities? or recruiter expenses? or advertising? or whatever else has most recently come to the attention of the questioner.

Now you're usually in trouble, because the simple, short answer is "I don't know exactly." And a discussion that does justice to the question will, likely as not, sound unconvincing to non-kindred spirits.

For that reason, you might be helped by this account of a not notably successful encounter had by the author . . . and his thoughts on "what might have been." The group was made up of officers and DA civilians attending an information officer course. The discussion went something like this:

Them: "What do you get from all that money you spend on advertising?"

Me: "We get a measured awareness of the Army offer among our target audience on the order of 60 percent, which is very good by ad industry standards. Also, we get three to four million inquiries that are passed on to recruiters as leads each year, plus evidence from surveys of enlistees that a larger number of them contacted recruiters directly."

Them: "But how many people joined the Army because of its advertising?"

Me: "I don't know. There are many factors that influence young men and women, including advertising, recruiters, the press, friends, teachers and parents. We don't have instruments that can precisely measure the contribution made by each."

Them: "I bet General Motors wouldn't spend a lot of money on advertising unless they knew just what they were going to get out of it."

Me: "As a matter of fact, General Motors spends a good deal more than we do, and they face many of the same kinds of problems in deciding how much is enough. Actually, the problem of measuring the marginal productivity of selling expenses, which include the cost of advertising and of fielding a sales force, is one of the most difficult ones encountered in the business world."

Them: "Mumble, mumble, mumble."

The problem, of course, is that what I said would have gone over great in a graduate school of business, or even with an audience of hard-nosed businessmen. But these were not those kind of folks.

And most people aren't.

So for all those skeptical non-experts, let's take it again from where I started getting in trouble.

Them: "But how many people joined the Army because of advertising?"

(Complete story on page 19.)

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U.S. ARMY
RECRUITING and
CAREER COUNSELING
MARCH 1976

FLARE
journal

Getting PSA time

While visiting with a local TV station public service director, a conversation developed into a tale that could have been titled, "What channel did you say this was?"

Here's the story the public service director recounted:

" . . . and there's this one fella who comes to mind who does something that almost irritates me — as a matter of fact, it **does** irritate me.

"This guy is a 'public relations' man for a local organization, and about every six months he calls me about some big program he wants us to push for him on public service time. The conversation usually goes something like this:

Him: Hey listen, you know that morning show you have? Well, I'd like to get a spot on it sometime next week.

Me: We haven't had a morning show for more than two years now.

Him: Oh. Well, you have a noon show, right?

Me: Yes, we **do** have a noon program.

Him: Well, what is it, an hour show?

Me: Try half an hour.

Him: Okay then, how about giving me a few minutes on **that** show?

"By this time, I couldn't care less about whatever it is that he wants us to push on our noon show, or whatever show he thinks we're talking about. I'm beginning to wonder if he even knows what station he's talking to."

At this point, the public service director swiveled around in his chair and lamented, "Why can't people who want us to help them with public service time do us the courtesy of at least finding out some of the basics before they call us and make themselves and their organizations look so amateurish?"

The public service director's story illustrated the negative media relations that can be too easily accomplished by failure to do the necessary homework when seeking

(Complete story on page 14.)

Selling your recruiter to the press

Newspaper editors are human! They're in the business to make money. They make money by building up their circulation. When they have enough readers, they'll have a market for advertisers. An advertiser will only advertise when a market is large enough to justify his placing an ad.

Now, as a writer, you can help the newspaper editor sell his paper, and you can sell your recruiter, too.

How?

Simple. Give the editor a feature that will be read; one that has human interest, eye appeal, dramatic, humorous, interesting. It must catch the reader's eye.

Beneath each recruiter's reserve surface you will find an individual who has done something that is dramatic enough to write about. Perhaps the recruiter has an unusual hobby, an interest in ecology, in history, in Indian lore, in the theater, or in sports. The story is there. All you have to do is search for it. Once you get your story, then soft-sell the Army. Actually, your soft-sell is more effective than a hard-sell. Your recruiter will appear human and so will the Army.

You can mention the recruiter by rank, and you can mention his recruiting station, but do it in a manner that wouldn't appear to be obvious. Sell your Army recruiter to the newspaper reader by making him an interesting individual.

Start with an appealing title, then hit hard with the best narrative hook you can come up with. Feed the reader some anecdotes, some dialogue, some color. Instead of using descriptive adjectives, try colorful verbs, action verbs and colorful words. A good combination and it makes your writing come alive.

Make it a habit to read through the newspaper and search out features. Study the structure of the story. Decide what motivated you to read it. Was it the headline? Was it

(Complete story on page 9.)

Getting into the local newspapers

There ain't no such thing as "free advertising!"

With that taken care of, we can get down to the business of recruiters and newspapers, and how they can get along together.

Newspapers exist for two reasons: to inform their readers and to make money on advertising.

Advertising is what allows the local publisher to remain in business while charging only a dime or 15 cents per copy. Without advertising to cover all the expenses involved, each copy would have to cost a dollar or more. (If you were to consider purchasing a Chicago *Tribune*, *New York Times* or *Wall Street Journal*, the cost could easily be upwards of $5 a copy.)

Army advertising dollars are spread very thinly, and no recruiter is going to get all the ad dollars he wants. But still, the recruiter needs the publicity and exposure.

Major metropolitan daily papers, with circulation figures above the 25,000 range, usually have coverage of several recruiting stations. The area commander or DRC staff will probably take care of most efforts involved in media relations with these papers.

The individual recruiter's efforts should be aimed at the "hometown" daily or weekly papers, with circulation in the range of a few thousand or less.

Before the recruiter seeks the doorway of the newspaper office, he needs to do his homework.

During in-processing at the DRC, the A&SP division's briefing should include particulars on each newspaper in the recruiter's area. The recruiter must definitely know the following information for each paper:

- **The name of the paper.** Even though the DRC's copy of the *Ayer Directory* has a paper listed under a certain name, newspapers can and do change names. It's also possible that the newspaper with the changed name still hasn't changed the sign in front of the newspaper building. Don't get off on the wrong foot.
- **Frequency of publication.** Know whether the paper comes out

(Complete story on page 7.)

Publicizing Army Recruiting in the Community

Introduction

Recruiting is a tough job. No arguments there.

One of the things that makes it so tough is that it's a multi-faceted job; the recruiter must be — among other things — a salesman, a soldier, and an admin specialist.

On top of that, he has to be something of a PR man, too.

When you think of all the advertising the recruiter has at his disposal — from N.W. Ayer, from HQ USAREC, from the regions, and from the DRCs — sorting it out takes some doing.

Honest, recruiters, we're just trying to make your job easier!

This time we think we've hit on a real winner. What we've done is come up with what could be called, "The Army recruiter's handy, dandy guide to Army advertising, sales promotions, publicity and public relations." That's what it *might* have been called. Actually, when it comes off the presses sometime in the 4th quarter, it will be imaginatively titled "RPI 950 — Publicizing Army Recruiting in the Community."

Purpose

Though it will be assigned an RPI number, don't be misled. The book is not for use like your ordinary, everyday run-of-the mill handout. It's for *your* use. It's a guidebook designed to lead you through the Army ad program and to give you some hints on the broad subject of increasing your visibility in the community.

Scope

The booklet consists of four basic sections:

- The first covers definitions, procedures and techniques involved in developing and managing an advertising, sales promotion, publicity and public relations program in order to project a positive, consistent and accurate image of the Army to the public.
- The second section covers the community's media and local groups and organizations the recruiter can make use of in telling the Army opportunities story.
- Part three deals with special events and promotions, as well as bands, clinics, demonstration teams and special events that the recruiter can draw on for staging before the local community.
- The fourth part (Appendix) provides sample forms, sample news releases, sample letters and lists of references the recruiter may wish to refer to from time to time.

As a matter of fact, chances are recruiters are going to want to refer to many parts of this book — and more often than "from time-to-time."

(Incidentally, until this magnificent tome reaches you this spring, you might want to hang onto this volume of the Journal. *It touches on several of the points covered in RPI 950.)*

Views and Reviews

The Honorable Donald G. Brotzman, Assistant Secretary of the Army for Manpower and Reserve Affairs, visits with MG Eugene P. Forrester.

Communication is the art of not just talking to one another but of understanding each other. One of the major tasks we of the Recruiting Command face is that of "communicating" to the American people the advantages a young person will find in service in the Army — for both himself and his country.

This issue of the *Journal* highlights the importance of good communications. Every member of this Command can play a role.

Our commanders — regional, district and area — spend much of their time communicating the Army message to the civilian community.

Likewise, each of our recruiters must be able to talk about the Army clearly and forcefully to the prospect and to discuss service in the Army with civilian influencers. Recruiters must also be able to communicate with the media if we are to spread the Army word to an ever wider audience.

I think we're doing pretty well along these lines.

However, there is one other important type of communication we must improve upon. Our Headquarters elements always need to know what the field recruiter is thinking.

As you know, I'm sending out the "Focus" when I feel you need to get a particular message in a hurry. On most of these I include a form designed to solicit ideas you have that might make us more efficient and our task easier.

Also, we are now bringing recruiters into headquarters on occasion to take a look at and give us their comments about some of the advertising plans we're formulating. We want comments from those who will use the material. This is exactly the sort of communication I'm talking about.

Better communications with the civilian community and among ourselves will help us all to do our jobs better. The benefits are great, the costs almost nothing.

Remember this simple formula: better communications — better recruiting!

EUGENE P. FORRESTER
Major General, USA
Commanding

U.S. ARMY RECRUITING and CAREER COUNSELING
journal
Vol. 29 No. 3, March 1976

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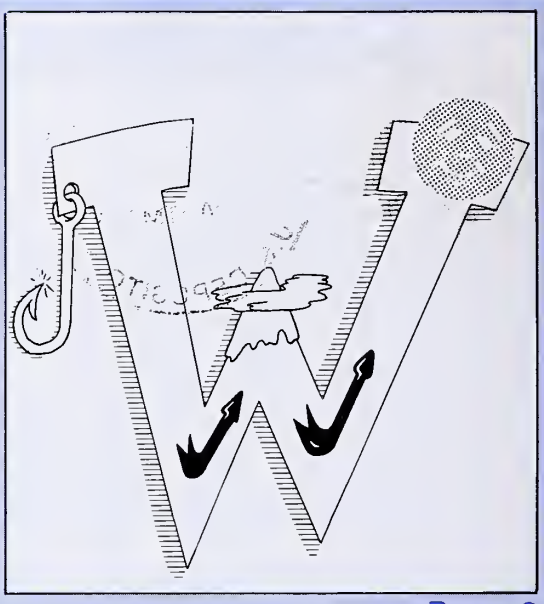

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PHOTO CREDITS

Photo on front cover, SFC Marty Gagen; p. 7, SFC Marty Gagen; p. 16, Ron Van Dyck, Santa Ana DRC; p. 22, Michael Galbreath, Lansing DRC; p. 23, Ron Hoskins, Atlanta DRC, and SSG Lloyd E. Young, Niagara Falls DRC; pp. 26-27, USAREC Support Center; p. 30, SFC Marty Gagen.

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Front cover, SFC Len Breckler; p. 9, Chuck Sears, SERRC A&SP; p. 18, Dallas DRC, p. 32, Len Trzeciak.

COVERS

In the form of a newspaper front page, this month's front cover introduces our theme of "The Army Recruiter and the Media."

When RPI 950, "Publicizing Army Recruiting in the Community," arrives, this is what the cover will look like. It should be out sometime this spring.

Major General Eugene P. Forrester, USA
CG, U.S. Army Recruiting Command

COL E. B. Covington III
Director, Advertising and Sales Promotion

LTC Laurence W. Souville
Chief, Creative Services

Jack Muhlenbeck
Editorial Advisor

Richard E. Christianson
Editor

SFC Len Breckler
Associate Editor

Deborah Gorman
Editorial Assistant

PFC Ken Holder
HQ Correspondent

Leonard P. Trzeciak
Art Director/Illustrator

SP5 Willard E. Bunce
Illustrator

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CORRESPONDENTS

Joseph Hanley	Northeastern RRC
Betty Talbert	Southeastern RRC
Clarice Harper	Southwestern RRC
CPT D. W. Henderson	Midwestern RRC
Barbara K. Filbert	Western RRC

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Fort Sheridan, Ill. 60037

Letters

RPIs

I just read the article about RPIs in the (December) *Journal* and would like to comment on the subject. The requisition is well covered, distribution and quantities are explained, but the subject closest to my heart is never mentioned.

RPIs are placed in racks, handed out or mailed to interested individuals. Frequently the mailed response is more convenient for the person just wanting information. This mail is, of course, followed up by the recruiter. The size of the RPIs is not always compatible with the size of envelopes available in our supply system. The envelopes would either be bulging out or the RPI would be bouncing around inside. In both cases, the impression created would be far from professional.

I suggest that future RPIs be made in sizes which fit envelopes readily available in the supply system.

Further, I recommend that space be provided on the RPIs for a short message from the recruiter.

MSG Bill Csejtey
Temple, Tex.

Concerning the sizes of RPIs, distribution branch of A&SP informs us that most recently-issued RPIs which are recommended for use in mail-outs are now of a size that will fit into an envelope 9-1/2 x 4 inches (a Number 10 envelope). RPIs 256, 257 and 258, on Armor, Infantry and Artillery, are examples. There are RPIs which don't conveniently fit into standard envelopes, and when their revision time comes, size will be a consideration.

Most RPIs have space somewhere for a recruiting station stamp. For those that don't, many recruiters use their business cards stapled to a conspicuous place.

A&SP — Distribution branch appreciates your thoughts, and will keep them in mind during future RPI planning sessions. They ask that you, and all the personnel of USAREC, bring forward your ideas on RPIs. Keep in mind, however, that they have to try to please all 5000 recruiters, and almost every one has different ideas on what is "right" and needed. An RPI should have:

- **good, usable graphics**
- **national use, not local use only**
- **relatively low cost**
- **relatively long "shelf life"**
- **logical distribution rationale**

Bring your ideas to the DRC A&SP offices — they are the closest people who can help you.

OOOOOPS!

(Reference the OOE quiz in the January *Journal*, question 2): Provided the individual is otherwise qualified, a dependency waiver is required if the divorced PS applicant is paying child support, but no waiver is needed if an under-18-year-old child is in the custody of the other parent by court order and he is not paying child support.

SFC Gene Cox
SSG Jessie Dedrick
Pasadena, Calif.

The answer to question two of OOE quiz is incorrect. Please read AR 601-210, Table 2-1, Rule F, line 1 (3&4) and Rule F, Line 2 (1).

SSG Michael E. Brennan
Columbus, Ohio

My station commander and I took the OOE Quiz in the January issue and we feel that a mistake has been made. . . .

SFC Roy S. Cheeks
SSG Donald R. Cronk
North Olmsted, Ohio

This is in response to your OOE quiz in the January 1976 issue. The answer to question two is DEAD wrong. Note pages 2-4 and 2-5 from AR 601-210.

If your point was to see if the quiz is being utilized, you've made your point. I for one read and use it as a study guide.

MSG Harry E. Peyton, Jr.
Post Reenlistment
Fort Jackson

After we got the word from SFC Cox and SSG Dedrick, we rushed to the reg to check, and sure enough, they're right. Then we started looking for someone to blame, or at least an excuse. Then MSG Peyton gave us the idea. We *were* just checking to see if people read the OOE quiz. At least, that sounds good. It's also the excuse we will use for future slip-ups.

Testing

There is still a misconception that in Puerto Rico the Army entrance tests are given in Spanish. Further clarification may save some applicants money and insure that they get the Red Carpet Treatment.

Maybe we should give consideration to having the ASVAB translated into Spanish, but that's another problem.

CPT Eduardo A. Salgado
San Juan DRC

Captain Salgado enclosed a letter from a recruiter making reference to an individual who had problems with the English language. The letter concluded, "We told him that Puerto Rico is the only place we know of where he can take the test in Spanish."

Although in Puerto Rico Spanish is the predominant language, all examinations are administered in English. The same tests are used everywhere.

The Army Recruiter and the Media

Wherever you go, there is radio — in cars, in stores, and hanging from bicycle handlebars. In 1976, more people get their news from electronic media than from newspapers. Today's youth were raised on television, and for many, TV is the "real" world. A recruiter reaches his or her market by having his name and product broadcast to those watching and listening.

Print media — newspapers are, by their very nature, permanent and definite statements of fact. While people watch and listen to the electronic media, newspaper articles are read, clipped out and pasted into albums. A printed news item is read and retained, not gone the instant it is heard or seen. To reach his or her primary audience, a recruiter needs the help of the printed media.

Getting into the newspapers

By SFC LEN BRECKLER
Associate Editor, R&CCJ

There ain't no such thing as "free advertising!"

With that taken care of, we can get down to the business of recruiters and newspapers, and how they can get along together.

Newspapers exist for two reasons: to inform their readers and to make money on advertising.

Advertising is what allows the local publisher to remain in business while charging only a dime or 15 cents per copy. Without advertising to cover all the expenses involved, each copy would have to cost a dollar or more. (If you were to consider purchasing a *Chicago Tribune*, *New York Times* or *Wall Street Journal*, the cost could easily be upwards of $5 a copy.)

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The individual recruiter's efforts should be aimed at the "hometown" daily or weekly papers, with circulation in the range of a few thousand or less.

Before the recruiter seeks the doorway of the newspaper office, he needs to do his homework.

During in-processing at the DRC, the A&SP division's briefing should include particulars on each newspaper in the recruiter's area. The recruiter must definitely know the following information for each paper:

- **The name of the paper.** Even though the DRC's copy of the *Ayer Directory* has a paper listed under a certain name, newspapers can and do change names. It's also possible that the newspaper with the changed name still hasn't changed the sign in front of the newspaper building. Don't get off on the wrong foot.
- **Frequency of publication.** Know whether the paper comes out once a week, twice a week, three times a week, six times a week or seven times a week. Newspapers can change the frequency of publication, and when they do, many times they change or alter the newspaper's name. It is quite a step up in prestige to go from a weekly paper to a daily paper; it also changes the recruiter's timing and tactics, but more on that later.
- **Power structure in the newspaper office.** Every newspaper has an editor, but he may or may not be the person you want to know. Sometimes an editor is "just another salaried employee," and sometimes the editor is actually beyond editing. The last case leaves to the managing editor, city editor or some other "editor" daily charge of what goes into the paper. The first case means you have to go to someone higher than the editor to get what you want. Be careful, tread lightly, and ask your area commander for help. Also hope. And pray.

Once the recruiter is armed with all the latest up-to-date information, he can prepare his assault on the newspaper office. From here on, the recruiter's actions are dependent upon whether the paper is a daily or a weekly. Since there are considerably more weekly than

Getting into the newspapers

daily papers, we'll plan the attack on weekly papers first.

On your first visit, don't even think about asking for some "free advertising" or having printed a story from a PAR kit (make that the MPP kit). The first visit is a "get acquainted" visit, and that's all the recruiter should plan on. The most important aspect of the first visit, though, is timing.

Most weekly newspapers come off the press late Wednesday afternoon with a Thursday dateline. The best rationale that can be offered for this is that most shopping is done on Fridays and the weekend, and store owners want to make sure their specials are well advertised locally.

With this in mind, you know that:

- Copy deadline is usually Monday afternoon or Tuesday morning, which means that Tuesday is going to see everyone busy getting articles ready for typesetters; don't visit on Tuesday.
- If a press can break down, it will do so on Wednesday; don't visit on Wednesday.
- If there was no room for a two paragraph item on Mrs. Smith's garden party, she will complain about it after she reads the paper on Thursday; don't visit on Thursday.
- On Friday, the staff has a chance to relax because that week's newspaper is taken care of, and on Monday the pressures of this week's paper haven't built up too much; visit on Monday or Friday.

The daily newspaper staff operates in much the same manner, but there it is once-a-day rather than once-a-week. Copy deadline for the hometown daily is usually about 10 a.m., and the press run is usually completed by or before 3 p.m.

Ordinarily, the best visiting times are before 10 a.m. and after 3 p.m. with a couple of exceptions.

For the same reason that weekly papers come out when they do, daily newspapers have larger than normal Thursday papers: the local department stores and supermarkets are preparing for the Friday and weekend shoppers. This means that the daily paper staff will be very busy on Wednesday afternoons and Thursday mornings, and therefore probably will not be too receptive to a visit from a local recruiter.

It is on second or subsequent visits that the recruiter can begin his campaign for publicity.

The nature of news: there is an axiom that "names make news." That's all well and good, but proximity counts a lot, too. The fact that there are 500 barns in the county isn't news; when Farmer Jones' barn burns down, that's local news, but it's not news in the next county. News is something unusual happening to someone living in the town, or nearby.

A good way to start is to "disguise" the publicity as news. Rather than start an article with, "Today's Army offers training in electronics . . . ," begin it with "John Jones, of 123 Main St., chose electronics training when he joined the Army. . . ."

The next thing to cover is attribution, the "who said so" of the article. An example is, "According to Staff Sergeant John Smith, the local Slippery Rock recruiter. . . ."

According to journalism textbooks, from here on list all the pertinent facts in descending order of importance. This allows the story to be edited with a scissors to fit the space in the paper. The recruiter's story should be written so the Army facts are high in the story. The person doing the editing will not want to cut out the local information about the enlistee's parents or spouse, so the personal facts can be lower than the Army facts.

When this low-key first part of the "publicity campaign" is well underway, the recruiter can reach into the station's PAR kit (make that the MPP, Monthly Promotion Package) for the next phase.

The promotion package, by whatever name, contains several well-written features which can be fitted into the campaign. The features which have "fill in the blanks" spaces for recruiter attribution have caused headaches and bewilderment.

Newspaper editors are human and they "reward" a recruiter's efforts with column inches. The editor can see that little effort is required to pencil in a name in a blank news release, and the chances that it will be printed are slim to none.

Much greater success has been noted in placing these releases after they are re-typed, no matter how poorly, and localized to some degree.

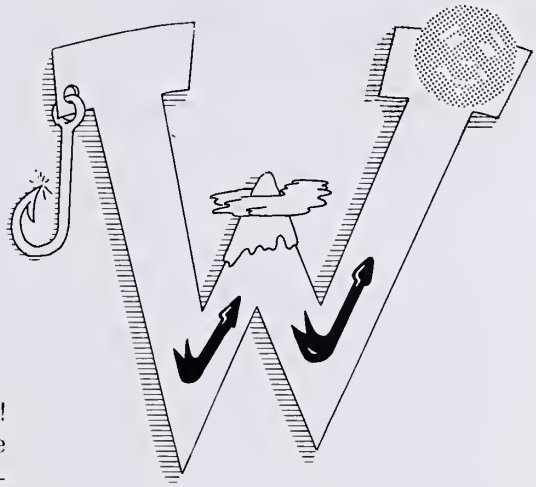
Localizing a release is simple. The recruiter types in his name and address where the blanks were. After that, such things as descriptive adjectives can be added. If the original feature reads, " . . . are available for men and women, aged 18-34," change it to " . . . are available for Oldham County men and women, aged 18-34."

Another example would be changing " . . . traveling in Europe broadens a person's mind . . . " to " . . traveling from Pocahontas County to Europe broadens the mind of a young Iowan."

When your local paper is printing these items for you on a regular basis, you have arrived. You have "gotten into" the newspaper. What next? Just about anything you want.

Except "free advertising."

Selling your recruiter to the press



By W. R. ROBINSON
Nashville DRC

Newspaper editors are human! They're in the business to make money. They make money by building up their circulation. When they have enough readers, they'll have a market for advertisers. An advertiser will only advertise when a market is large enough to justify his placing an ad.

Now, as a writer, you can help the newspaper editor sell his paper, and you can sell your recruiter, too.

How?

Simple. Give the editor a feature that will be read; one that has human interest, eye appeal, dramatic, humorous, interesting. It must catch the reader's eye.

Beneath each recruiter's reserve surface you will find an individual who has done something that is dramatic enough to write about. Perhaps the recruiter has an unusual hobby, an interest in ecology, in history, in Indian lore, in the theater, or in sports. The story is there. All you have to do is search for it. Once you get your story, then soft-sell the Army. Actually, your soft-sell is more effective than a hard-sell. Your recruiter will appear human and so will the Army.

You can mention the recruiter by rank, and you can mention his recruiting station, but do it in a manner that wouldn't appear to be obvious. Sell your Army recruiter to the newspaper reader by making him an interesting individual.

Start with an appealing title, then hit hard with the best narrative hook you can come up with. Feed the reader some anecdotes, some dialogue, some color. Instead of using descriptive adjectives, try colorful verbs, action verbs and colorful words. A good combination and it makes your writing come alive.

Make it a habit to read through the newspaper and search out features. Study the structure of the story. Decide what motivated you to read it. Was it the headline? Was it the "hook" (the first sentence or paragraph)? Did it hold your interest all the way through, and when you finished it, were you pleased?

If you have come up with "yes" answers to all the above questions, then the story was a well-structured story.

Think of your story as following the shape of a capital "W." Start your story on top with a good hook, throw in some facts, then when you reach the bottom of the first part of the "W," jump up to the top again (grab the reader again), feed him an anecdote or a good piece of dialogue. Break up that long narrative. Now you have the reader in the middle of your "W." You can put in some more interest before you start dropping to the bottom again. Finally, bang!

Take the reader back up to the last level of the "W" and leave him there. Leave him with a solid climax to your story. Leave him when the story is finished. Make him glad he read your feature. It's really as simple as that.

You've sold your recruiter, you've made him human, and you've helped the editor sell papers.

Now that you know how to write your story, just dig into the recruiter's life until you find that "human interest" part of him that will grab the reader.

(Ed. Note: All that W. R. Robinson said is right as far as it went. There's one more part to the whole story: be sure to send the story to the R&CC Journal, because our readers want it, too.)

Hosting the successful journalism clinic

By KAY FROHLICH
Montgomery DRC

The first step in any project a DRC undertakes, of course, is to decide if and how it will benefit the recruiting effort. A journalism clinic does.

An Army representative can give the opening speech, explaining journalism opportunities in the Army. We were fortunate in that the Information Officer at Fort Rucker was able to get LTC Billy Spangler and SGM Gary Beylickjian, newspaper experts with DA, to give the opening presentation.

The clinic also provides you a unique and personalized way in which to approach the students' advisors. A simple letter to the advisors, announcing the clinic and urging them to come, can also be used to explain possibilities for their students in the Army. In addition, there is the bonus of favorable news items for the Army!

Once you decide to have the clinic, you will need to decide who will lead the clinic sessions. If you are going to include newspapers and magazines, you might approach a local newspaper staff member and possibly a nearby magazine editor.

We approached the Montgomery *Advertiser/Journal* newspaper staff and decided to approach Herff Jones/Paragon Press yearbook company for the magazine instruction. If there are no magazines in your area, you will find that yearbook companies have representatives everywhere who will be willing to help you. The main quality to look for in your leaders is enthusiasm for what you are doing and flexibility for the last minute changes in schedule.

An enthusiastic guest speaker with a good background in journalism — perhaps someone you have worked with in the past — can round out the day nicely.

After your program is fairly well put together — at this point you know you have the ingredients necessary for a good clinic — you need to find a place to hold it. The first place to look is at an Army post in your area. Many of these students have never seen an Army post and the experience could leave a lasting impression on them. Watch your wording here, however! A few of the students were reluctant to eat in the "mess hall" until we explained to them that it was nicer than most cafeterias they would eat in.

After being sure that it is possible to hold a clinic, send out query letters to the schools you want to include. If your district covers a large area, you might want to work with just one zone at a time. If enough students respond to your query letter, send out a second letter asking for the exact number of people who will attend from each school. Send these second letters out to the same school as the first one. We found that some of the schools which did not respond the first time did so the second time. A few of the schools that answered affirmatively the first time never answered the second. In such cases a followup letter may be necessary.

If more than one organization is responsible for leading the clinics

you should bring them together for a meeting. Not only can they hash out who will cover what in their sessions, they can also give you some excellent ideas on what subjects should be covered. You should already have some general topics and a general plan for the day. The people you are working with, however, are experts and may have been involved with several journalism clinics in the past.

Based on the success of our clinic, you might hold sessions on layout, photography, and copywriting and interviewing. Our clinic leaders combined forces in a panel-type session on the latter two subjects, but split into magazine and newspaper groups for the layout session.

Once you have everything settled, STAY ON TOP OF IT! This is your most important duty. Your speakers will probably appreciate it if you call them from time to time prior to the clinic, asking them if they have any questions or if any problems have come up. Keep them abreast of exactly what is happening — they need to know exactly how many students will be there and what facilities will be available. And be sure you know what they need you to provide for them.

If your clinic is being held at one of the posts in your area, you should make a trip to the post a few days prior to the clinic, checking everything with the I.O.

Even if everything is going smoothly you should have time to walk through the day as it will happen — what are the classrooms like? How far is the walk to lunch? Will buses be available for lunch if there is rain? Is there parking space for the visitors near the classrooms? Do the MPs have instructions so they can help visitors find the proper building?

Call your speakers after returning from the post. Explain to them exactly what is available and exactly how the day will go. If no further problems exist, draw up a program to hand out to the students as they come in. This need only be a mimeographed sheet listing the place and times of the events. It is wise to include a comment sheet on your program, having the students return it after the clinic with their impressions. Other handouts can include reprints from DINFOS textbooks and press kits.

The next step is the clinic itself. As students arrive, they should sign in and list the name of their high school. You can give them their press kits and programs at this time. The most important thing about the clinic is to stay calm and keep an eye on things. If all your prior planning has been exact, you should encounter no major problems — and the minor problems can be solved easily if you work at them with a cool head.

A journalism clinic can be fun to plan and fun to attend. According to the feedback we received, the students found it to be a very informative and enlightening day. And we were able to plant the idea of Army journalism opportunities in their minds.

Tips... for increased effectiveness

A&SP people are sometimes hard-pressed for ideas for classified ads, but the Amarillo DRC's A&SP shop suggests that the weekly "KWIK SALE" print-out is a helpful solution to this problem.

The Amarillo DRC prepares weekly two-column classified ads for placement in the "Help Wanted" sections of the newspapers in larger cities. They are published on Sunday and list job openings for the following week. Using information from "KWIK SALE" a large, attractive ad containing a list of available jobs may be placed for the same as, or for little more, than a lot of small scattered ads.

The DRC suggests, however, that jobs for which there are only a few vacancies not be listed. They could be gone by the time the ad is seen.

Adv-OOE-rtising

By MSG CHUCK HAYEK
A&SP Liaison NCO, HQ USAREC

It's a normal Tuesday in a recruiting station. The mailman has just dropped off the morning mail and here are typical comments from throughout the command:

"For crying out loud! Who ever developed a Project AHEAD sticker in the shape of a bell? Of all the useless. . . ."

"Wow! It's about time USAREC took my idea and made something I can give out at the school to advertise Project AHEAD. . . ."

"Why change calendars now? The flag calendar was considered *The Army* and now they've gone and changed it. Who thinks up these dumb things ?"

"After six years it's about time those ad people listened to me about that flag calendar. It was too childish to use in high schools. This one'll really promote the Bicentennial year!"

Do any of these sound typical of your recruiting station? In most cases (to paraphrase a cliche), in advertising you can please some of the people some of the time. . . .

While the primary intent of the national ad campaign is to get new enlistees, educating the public regarding the advantages and opportunities available to the new Army recruit is also part of the mission.

However, we do not expect our national advertising to carry the whole load, flooding every recruiting station with prospects. Rather, we hope that the effect of the national campaign will be cumulative; we believe that as we advertise and you advertise, your visibility will increase much more.

So how does the field recruiter fit into the advertising plan? "After all, I'm just a small cog in a big wheel; my ideas never get out of this office. . . ."

As the field liaison NCO for the directorate, it's my job to get back into the field and find out what you think.

I'll have some questions to ask you, but my main job is to find out what works, what thoughts and ideas you have, and what you like and dislike about our ad program.

For instance, during my trips I found out that the "I want you" poster is one of the best giveaway RPIs in stock. Many recruiters suggested that if it were put on cheaper paper and enlarged, it would be an even more desirable recruiting tool. Now such a poster is in stock.

In other locations, other recruiters asked if this same RPI could be reduced and made into a sticker for high school notebooks. Soon another RPI was available for requisitioning.

Of course, not every idea has been — or could have been — adopted. The recruiters in Western Region wanted the RPI, "The Secret of Getting Ahead," reprinted. Research indicated that 27 of its 38 pages were out of date, would need to be rewritten, and its production would be much more expensive than items currently on hand.

But how about those of you who have never seen me. We *are* "one helluva big command" and I haven't met everyone yet. That's why other means of communicating your ideas exist.

For Instance

"Why doesn't our advertising coincide with what the computer says the recruiter has to sell?" was asked by Master Sergeant Roger Brandt of Minneapolis in a recent "Forrester's Focus" suggestion.

Sergeant Brandt identified a problem USAREC has been wrestling with for years. What's involved is the long lead-time required for ad production and space purchase. USAREC must make its advertising general in nature, leaving to the guidance counselor the task of selling what is available each week.

When needs *can* be determined far enough in advance, advertising *will* coincide.

- "Forrester's Focus" is bringing in ideas, not only in the advertising field, but in all areas of recruiting — and every idea is researched by experts. Although USAREC is a large organization, every "Forrester's Focus" gets a personal telephone answer and every idea is kept for possible use in the future.
- A recruiter committee was established recently to use production OOEs to judge the usefulness of potential giveaway items. Granted, everyone won't get a shot at this, but at least recruiters are getting in their opinions.
- The *Journal* welcomes letters and regularly solicits your opinions on itself and on other subjects.
- The "Monthly Promotional Package" offers the recruiter a chance every month to comment on what works and what doesn't.

Nevertheless, it all boils down to you, in uniform, in your community. The national ad campaign supplements your efforts in the hometown. We'll bend over backward to give you what you want, provided you tell us what you want.

Paid Radio Test Results

The final report has been written on the 1975 Paid Radio Advertising Test. The overall objective of the test was to provide measurable criteria to determine if radio is an efficient and effective addition to the USAREC advertising media mix, and if it would assist in low production recruiting areas. But, before we give you the test results, we would like you to circle the answer you think is most correct:

(a) Paid radio advertising is the most effective way of reaching the target audience.

(b) Paid radio advertising is not cost-effective.

(c) Paid radio advertising may be effective if used as part of a total media mix.

(d) Paid radio advertising is the answer to all our problems.

(e) Paid radio advertising is the answer to none of our problems.

Remembering that the test was tiny (only 19 of more than 6,200 radio stations were used) and short-lived (only 13 weeks), the answer to our mini-quiz is (c).

Two other factors must be considered here. The stations used were selected partly because of their history in offering Public Service Time (free advertising) to the Army in the past. In some cases they may not have been the best selections to reach the market audience.

Also, the test results will be more meaningful when they can be corrolated with the follow-on DoD paid radio test.

The cities in which the test was conducted were generally those in which advertising had not been reaching the market audience effectively and those in which it was thought that radio advertising would have an immediate, favorable, impact.

A number of "things" were to be tested, including: the difference in impact prior to and after the paid radio test was completed, the corrolation of Phone-to-REACT and local responses, the impact of public service time and the attitudes of recruits.

Taking all these factors into consideration, the results were somewhat mixed.

Take Phone-to-REACT, for example. There were more than 200 responses from the New York City area, but only two from Milwaukee. The same was true with the number of calls to specific DRCs which were geared to receive calls directly. A total of 21 calls were received in Oklahoma City; only five came in to Providence. The percentage of leads generated from these calls was between 20 and 25.

Another object of the test was to determine paid radio's effect on the total awareness of Army advertising. There was a greater total awareness in four test cities which were part of the test as compared with four cities which were not part of the test. Of the four test cities, however, two showed greater awareness while two actually showed less awareness.

Another interesting result was that the greatest degree of increased awareness was in the city which had the greatest reach into the target audience: Philadelphia. Sacramento showed a smaller, but significant, increase. There was a small increase in Cleveland but, interestingly enough, a decrease of awareness in Milwaukee.

There was also a large spread of recall as to the various elements of the test. There was a significant increase in recall for Project AHEAD in Philadelphia and Sacramento and a small increase in Cleveland. Again, there was a decreased factor in Milwaukee.

Total recall as to the European option and the Infantry/Armor ads was minimal.

Overall opinion of the Army also was not clearcut. More favorable comments about the Army were registered in two test cities, remained the same in one and increased in one. The split in the four test cities was equal.

No overall "probability to enlist" could be measured as a result of the radio test as opposed to cities which did not take part in the test.

The radio test offered no measureable results as to the Army being preferred over the other services in the test cities as opposed to the control cities.

What, then, did the paid radio test "prove"?

The advertising *did not* raise awareness on all subjects *uniformly*. Interviewees tended to play back information on Project AHEAD but not on combat arms, for instance.

What paid radio *did* was raise awareness of at least some aspects of the Army offer. More complete information will be available on the future of paid radio advertising following the conclusion of the DoD test.

Radio and television stations are required to provide public service time to those who request it, but the Army competes with everyone, from the American Aardvark Association to the Society for the Preservation of Zebras. How does the Army recruiter get his fair share, or more? On this page are some ideas on how to start, and on the next page are some examples of how it has been done before.

By GENE GAMBLE
Little Rock DRC

While visiting with a local TV station public service director, a conversation developed into a tale that could have been titled, "What channel did you say this was?"

Here's the story the public service director recounted:

" . . . and there's this one fella who comes to mind who does something that almost irritates me — as a matter of fact, it **does** irritate me.

"This guy is a 'public relations' man for a local organization, and about every six months he calls me about some big program he wants us to push for him on public service time. The conversation usually goes something like this:

Him: Hey listen, you know that morning show you have? Well, I'd like to get a spot on it sometime next week.

Me: We haven't had a morning show for more than two years now.

Him: Oh. Well, you have a noon show, right?

Me: Yes, we **do** have a noon program.

Him: Well, what is it, an hour show?

Me: Try half an hour.

Him: Okay then, how about giving me a few minutes on **that** show?

"By this time, I couldn't care less about whatever it is that he wants us to push on our noon show, or whatever show he thinks we're talking about. I'm beginning to wonder if he even knows what station he's talking to."

At this point, the public service director swiveled around in his chair and lamented, "Why can't people who want us to help them with public service time do us the courtesy of at least finding out some of the basics before they call us and make themselves and their organizations look so amateurish?"

The public service director's story illustrated the negative media relations that can be too easily accomplished by failure to do the necessary homework when seeking public service time.

The most efficient and effective method of getting public service time for a special event or program is dictated by common sense.

First, identify those programs such as noon-time shows, morning or evening talk shows that have formats compatible with your message. It is usually wise to avoid programs that have a "call-in" format and seek those that have a more controlled environment, such as panel discussions or host-guest "talk shows."

If you have no first-hand knowledge of such programs on a particular station, consult *TV Guide* or a radio-TV program section from a local newspaper to find out what is available that may fit your needs. Then, try to listen to or watch the programs to gain first-hand knowledge.

After you have identified a suitable program, telephone the station and ask who is responsible for the scheduling of the program you are interested in. The person responsible may or may not be the public service director. In some cases, the person responsible for the program may be the news director. Also ask what the best time is to call on that person.

Before you telephone to arrange for a personal meeting with the person responsible for the program, make sure that you have in mind a concise description of what you want to present on the program. The public service director will be more receptive to " . . . a new cooperative education effort by the Army and the colleges in the area . . . " than to " . . . Army education opportunities."

Having done your homework, the person on the other end of the line is gratified that you know who he is, what his program is, when it is aired, and how your message would fit into the program format. It's a refreshing experience for him to talk with someone who has taken the minimal time and effort to find out what the essentials are before calling him.

Your PSA time checklist

1. Know the people.

The Philadelphia DRC hosted an award luncheon honoring a broadcast representative for his help in supporting the Army PSA program. About 40 public service representatives attended to honor Frank Hall, the PSA director for KYN-TV.

In accepting the award, Mr. Hall stressed the importance of getting behind the Army's PSAs and said that air time should be divided equally among all groups but that the Army's quality film and tapes would enhance any radio or TV station's programming.

At the close of the luncheon, all public service directors received packets of 30 and 60 second spots.

Philadelphia DRC says that an increase in the amount of time they get has been noted.

2. Know what's needed.

"The Recruiters Hour" is the name of the weekly hour-long radio music and commentary show heard on WOTT and WNCQ-FM in Watertown, N.Y. As a public service show, local recruiters offer announcements on community events, weather, time, and easy music for the Sunday morning breakfaster, shaver and churchgoer.

Sergeant First Class Robert L. Holbrook, Watertown station commander, shares the mike with other recruiters. In commenting on how the show developed, he said that first of all, a station should have availability for a public service show. Then, take the idea to the station manager. "But, don't ram these ideas down his throat.

"I first asked the station to let me do my own spots, which they allow," Holbrook says. "The station manager, Donald Alexander, maintains control of the show by giving guidelines on what to talk about and the type of music to play. The recruiter-broadcasters are expected to adhere to the format."

For the future, "We'll continue to talk about county fairs, the fall foliage, snowmobiles, and when the ASVAB tests will be," says Holbrook.

"We're very pleased with the show," says Alexander. "We feel that it's important to allow military recruiters to make their pitch. After all, the military is an important function of our country."

3. Get expert help.

Jerry Clower, star of the Grand Ole Opry and voted America's best country comedian for three consecutive years, is now an honorary recruiter.

Jerry received a plaque attesting to the honor at a coffee held at the Jackson DRC after he cut several PSA announcements for Army recruiting. During the visit to the Jackson DRC, he filled several requests for retelling the stories for which he is famous. Those who remember the stories know the reception they received, and those who don't can only imagine how good it was.

Since Jerry was on his way to the airport for a flight to Ft. Worth, Herb Phillips, the N.W. Ayer representative, suggested that the plaque be mailed to his home or office. Clower tucked the plaque under his arm and said, "No thanks, Herb. I'm proud of this; it goes with me."

4. Don't overlook any medium.

Throughout the country, local cable TV companies have been going into business, providing another outlet for the Army message. Most of these community cable companies have local origination, known in the business as "cable-casting."

While local cable-vision companies are not required to provide public service time to non-profit organizations, as are radio stations, they do have a public access channel.

What this means is that any cable companies that have a local programming capability are required to allow any non-profit organization five minutes of air time free of charge. Conceivably, a recruiter could use this free time to give a presentation on the Army, Project AHEAD, basic training, or even to show a short film. One word of warning, however, any production, personnel, or material costs accrued after the five minutes allotted can cost you money.

Spotlite

PATTY's ARMY

SSG PATTY KRISE

Sergeant Patty Krise, a California recruiter, who has gotten into the newspapers, displays her "Army ID card" — actually special business cards she bought.

By RON VAN DYCK
Santa Ana DRC

A Riverside, California recruiter formed an "army of volunteers," a spin-off from her "Patty's Army" column in a local newspaper. Staff Sergeant Patty Krise started the column as a publicity program in Moreno Valley, Cal. She took her idea to the newspaper editor and was given the go-ahead.

Patty fields questions ranging from basic training to retirement benefits. When the mail is light, she writes about topics she knows will interest her readers. She also uses materials from the Monthly Promotional Package when appropriate.

The editor of the *Butterfield Express,* in whose paper the column appears, wasn't immediately sold on the idea of her column. But, because Patty was the first service member to take the time to put together an effective sales program, present it and, most important, follow it through, he decided to give it a try. That's the key to the most successful programs — follow through.

Just as "Arnie's Army" from the golf world gained recognition in the 60's, "Patty's Army" has become popular, too. Her "Army" consists of about 50 plus enlistees, whose names hang on a roster board behind her desk. This helps sometimes when she's talking to an applicant because often he will recognize a friend's name on the list.

Her softsell approach is what she feels contributes most to her success. In addition, once the sale is made, Patty keeps in touch. Seldom a week passes that she doesn't hear from one of her applicants or their families.

Although Patty hasn't coined an acronym for her program yet, it could be Arnie. She's *A*ccessible, *R*eliable, has *N*otoriety, maintains *I*ntegrity in all her dealings, and never forgets her mission, *E*nlistees.

When the Russians came to dinner during the recent joint space flight, American astronauts were able to offer them a varied menu of lightweight compressed food bars.

Through a freeze-drying process developed by the Army's Natick Laboratories, the astronauts carried bars of compressed food that weighed only 10% of the original.

The menu consisted of beef and gravy, chicken a la king, hot dogs and chocolate nut cake.

Similar foods in the compressed form will be issued to Army infantrymen next year as individual combat meals.

★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★ ★

Project AHEAD is a unique answer for graduating high school students who want a realistic way to earn a college degree.

Project AHEAD offers a mechanism and approach that ties extensive Army educational programs into a nationwide network of more than 1800 colleges, universities and vocational and technical schools which are allied under a cooperative education theme.

Here is an example of how Project AHEAD works: A prospective college student visits or calls on his Army representative. The representative will explain the details of the program and the surprising range of options the Army has to offer.

Project AHEAD isn't for every high school student. It is for the highly motivated people who want a chance to earn their own way.

"Biggest Bang for the buck — if it sells soap." That's the objective of the A&SP division. Are we getting all we can for every dollar, **and** does it cause phones to ring in recruiting stations?

As money gets tighter and tighter, this becomes more and more vital.

Local A&I programs have to be well-balanced with the best media mix for that particular district. The Dallas DRC media mix includes a classified ad program, high school ad program, outdoor/transit, giant wall posters for recruiting stations, bus rear displays, *TV Guide* advertising and PSA.

The Dallas DRC covers 54 Texas counties — roughly 44,000 square miles. Counties range in size from 1,200 households to more than 400,000 households. We have rural areas as well as the Dallas-Fort Worth Metroplex.

Available media include 12 television stations, 103 radio stations, 40 daily newspapers, 171 weekly newspapers (at last count), 370 high schools, transit in Dallas-Fort Worth and billboards throughout the geographic area.

Themes

We tie the national theme "Join the People" into our ad program as much as possible. However, our local themes are always short, but active. These themes are built around personal challenge, combat arms and plain old-fashioned patriotism.

The DRC's first quarter FY76 theme was "First For Freedom" in honor of the Army's Bicentennial birthday. Outdoor and transit advertising depicted a 1775 soldier and a 1975 soldier in combat gear. We even bombarded Texas Ranger baseball crowds at night with an aerial message. And we printed two-color postcards, same design as the outdoor, for recruiters to mail to prospects. Then we used the same design for small display ads in 40 newspapers.

Next question on the list would be, "Did it sell soap?" Well, the Dallas DRC is always in contention for the SWRRC combat arms award and always exceeds its objective. Last August, the DRC hit a high of 175 percent of its combat arms objective.

We followed up the "First For Freedom" with "Uncle Sam — I Want You." This campaign again included outdoor, transit, *TV Guide* ads, promotions with T-shirt decals, large Uncle Sam Posters, and even four-color comic strip ads.

The campaign was tied in with the state fair of Texas and its Bicentennial theme.

We felt the effectiveness of the theme was shown when the other 10 DRC's in SWRRC joined in the billboard and transit production. This also cut down on production costs.

For the third quarter the DRC adopted the SWRRC personal challenge message "Challenge Yourself — Army." We took the theme and created our own outdoor and transit design to support it. We chose a paratrooper to personalize because of the personal challenge involved. We believe it's another quick eye-catcher.

Classified Ads

To have a balanced media mix, you cannot buy advertising in all 40 dailies and 171 weeklies each time they roll the presses — and we don't. The budget simply doesn't allow use of these media for frequency purposes. We buy no large display ads on a DRC basis.

Our classified advertising program is a regular buy every other week. We tie in our quarterly theme in the headline and feature "quick-sell" jobs. We have the ads set in a professional style to look like those of employment agencies. They stand out on the classified ad pages.

Again, we don't buy in every newspaper in the DRC area. We performed a market analysis on a county-by-county basis. By so doing, we have been able to identify 24 key papers — 20 dailies and four weeklies. By buying in these papers we can reach at least 28 percent of all households in each of the 54 counties. If special emphasis in a certain county is needed, we can simply add additional papers in that county.

Outdoor vs Transit

Without paid radio or television, there are two effective means for impact advertising which can deliver both frequency and reach — outdoor and transit. Again, in search of cost effectiveness, we have examined both in the DRC. The result: we chose transit for the Metroplex and billboards for the rural area.

We have found that transit has several advantages over outdoor:

1) Transit can be dominated for less money. Regular 30-sheet boards in Dallas would run $1260 for 12 locations. The same amount of money would buy 35 bus rears.

2) There are no bad locations in transit. You don't have to worry

Your ad program

Act, not react

A successful advertising program has to be well-planned and positive. It has to push forward, not merely react to outside influences.

By CLYDE HUCHET, Dallas DRC

Your ad program

about how many good locations you actually receive for the money.

3) Motion gives high impact to the sales message.

4) Transit posters are non-competitive. Clusters of billboards on corners fight with each other for attention. Billboards are a discretionary media, transit a captive. We prefer bus rears — although the number of impressions is fewer than for king-sized billboards.

5) A transit poster doesn't become part of the scenery. A viewer never sees displays in the same place.

6) Merchandising. Billboard people in larger markets — at least Dallas-Fort Worth — are not too flexible. You pay a standard price for 30 days and take your chances of getting good boards. There aren't many left after those people on 12-month contracts finish selecting. On the other hand, our local transit man has bent over to help us.

For instance, we receive 13 inside bus cards — one entire side — in each of the 60 buses which transport high school students to school. These same vehicles were used for Dallas Cowboy football game express buses.

Instead of paying for 12 billboards and receiving 12, we paid for 60 bus rears and received an extra 40 one month. Another month we received two for one. January and February are excellent months for this media. Mid-term high school graduates become prime targets and transit — same as outdoor — finds other customers slowing down after Christmas. Also, by helping him now, he may remember you later when you need some merchandising.

However, we do use regular 30-sheet billboards in the rural area and other market areas where transit is not available. We do ride boards to insure locations are suitable. Even well-designed boards can be lost if they are covered by weeds or trees.

Junior boards are our second choice in the Metroplex because more locations can be bought for the money. While juniors are found on secondary arteries, vehicles on these roads are not going as fast.

Magazines

REACT statistics show that *TV Guide* has an excellent response record. We find that it provides an excellent vehicle for reaching a large number of people. By advertising in both available regional editions, we are able to reach 250,000 people. Further, we buy when another government agency buys so we can get a reduced rate. Our cost is about $1.50 per thousand sightings.

High Schools

The DRC is planning a high school newspaper buy in the 50 largest high schools for March/April. These ads will stress the DEP, education, challenge. The DRC also plans a high school buy for November/December 1976 to aim at mid-semester graduates.

PSA

This past summer, Baylor University football coach Grant Teaff, 1974 NCAA Coach of the Year, cut a motivational spot which was used this past football season.

We utilized the USAREC sound studios to produce some Project AHEAD spots in December. Now that the USAREC facilities face a large backlog, we are going to work with Southern Methodist University for production of radio spots. The price is right and it gives the Army another connection with an important university in our area. We have also worked with Texas Christian University in Fort Worth, and plan to do more in the future to keep this contact active.

Area Funds

Our program allows for supporting recruiter requests through allocation of "area funds" each quarter. We inform area commanders of how much money is available to them per quarter to fulfill individual recruiter requests. As requests are received from the recruiters and processed, the unofficial area account is charged for the buy.

The plan each quarter allows for targets of opportunity and a special "emergency" use, such as beefing up the effort in an area which is having particular problems and when the recruiter needs additional promotion in the community.

Summary

In summary, an A&SP program is only as good as the planning and goals set for it. To best support the recruiter, you need an active program, not a reactive one designed primarily to process requests. You can be creative and active only if you plan. Otherwise, all your time is devoted to putting out forest fires.

How much is enough?

Of all sad words from tongue or pen, the saddest are these, 'It might have been.'

John Greenleaf Whittier

By TOM EVANS
Deputy Director, A&SP, HQ USAREC

One of the privileges of being in the Recruiting Command is having the occasional opportunity to explain to other Army folks, or the public at large, why we "waste" all those tax dollars on such un-military fripperies as panelled offices, carpets on the floors, funny-colored (i.e., other than O.D. or brown) sedans and paid advertising. The answer, of course, is that we need it all to put people in the Army. Which leads, as the night follows day, to the next question: How do you know you need to spend all you do on facilities? or recruiter expenses? or advertising? or whatever else has most recently come to the attention of the questioner.

Now you're usually in trouble, because the simple, short answer is "I don't know exactly." And a discussion that does justice to the question will, likely as not, sound unconvincing to non-kindred spirits.

For that reason, you might be helped by this account of a not notably successful encounter had by the author . . . and his thoughts on "what might have been." The group was made up of officers and DA civilians attending an information officers' course. The discussion went something like this:

Them: "What do you get from all that money you spend on advertising?"

Me: "We get a measured awareness of the Army offer among our target audience on the order of 60 percent, which is very good by ad industry standards. Also, we get three to four million inquiries that are passed on to recruiters as leads each year, plus evidence from surveys of enlistees that a larger number of them contacted recruiters directly."

Them: "But how many people joined the Army because of its advertising?"

Me: "I don't know. There are many factors that influence young men and women, including advertising, recruiters, the press, friends, teachers and parents. We don't have instruments that can precisely measure the contribution made by each."

Them: "I bet General Motors wouldn't spend a lot of money on advertising unless they knew just what they were going to get out of it."

Me: "As a matter of fact, General Motors spends a good deal more than we do, and they face many of the same kinds of problems in deciding how much is enough. Actually, the problem of measuring the marginal productivity of selling expenses, which include the cost of advertising and of fielding a sales force, is one of the most difficult ones encountered in the business world."

Them: "Mumble, mumble, mumble."

The problem, of course, is that what I said would have gone over great in a graduate school of business, or even with an audience of hard-nosed businessmen. But these were not those kind of folks.

And most people aren't.

So for all those skeptical non-experts, let's take it again from where I started getting in trouble.

Them: "But how many people joined the Army because of advertising?"

Me: "That's a good question, but to answer it properly, we have to look first at some of the specific ways Army advertising and promotion works. Consider these real-life events:

"PFC Danny Lee Overstreet, one of the soldiers featured in Army advertising this year, 'talks' to teenage reader John Doe about infantry in a way that causes that young man to look up the closest recruiting station in his telephone book and call for an appointment. This is advertising working at top efficiency.

"First Sergeant Ronald Raymond, a Vince Lombardi look-alike and a very impressive guy, talks from the pages of *Reader's Digest* to Mrs. Manfred Moe, a mother of

teen-age sons, about how the Army is not a bad place for young men to mature a bit in. She thinks she might stop opposing military service for her sons if the maturing is done under the supervision of men like Sergeant Raymond.

"A high school jock learns a lot he didn't know about Army sports at an Army Sports Clinic. He will remember it later on when impending graduation makes it necessary for him to decide what to do with the next few years of his life.

"A recent high school graduate, her dreams of a college education falling victim to a slim purse, sees a Project AHEAD billboard and calls the toll-free number for more information.

"Sergeant First Class Pomfret Poe, super recruiter, talks enthusiastically to young John Doe about Army life. He talks about the places you can live and work, and uses the *Post Book* to illustrate it. He uses the *Army Occupational Handbook* to illuminate points about the many kinds of jobs available. He shows the young man a film about Army service in Europe. Finally he and John decide on a date for that future soldier to ship."

I could go on and on, but you get the idea. Now, a few questions.

A few questions

First, does anybody here doubt that these and many similar kinds of things happen? If so, we might as well agree to disagree right now.

Second, do you all see how they contribute to the goal of meeting recruiting objectives? Absolutely!

Third, are there alternate, cheaper ways of making these things happen? For instance, why do we need PFC Danny Overstreet, or Sergeant Raymond, or the sports clinician? Why can't SFC Poe, the recruiter, do it all?

Well, Sergeant Poe, for all his professionalism, has a little bit of a credibility problem compared to the others. He's not a serving infantryman. He used to be, but five years ago might just as well be the Middle Ages to a 17-year-old. Nor is he, right this very minute, a first sergeant in the 2d Armored Division. He may be an athlete, and a darn good one, but he can't say, "When I'm not giving Army Sports Clinics, I spend most of my off-duty time getting ready to try out for the Olympics."

He does, of course, have the ability to carry on the dialogue, and therefore to persuade. This is something his colleagues in print lack. But these flesh and blood advantages have their own limitations: he can't talk to 20 million people, as Danny Overstreet can in one week from the pages of *TV Guide*.

And even if he could reach all his prospects, the fear that he might sell them on something they are not ready for would make many of them avoid him. Not being able to talk back makes those paper soldiers a little less threatening to someone afraid of decisions.

"Well, so much for the rationale. Let's move on to the interesting subject of measurement. To know how much to spend on advertising we really have to know about each of the events described, and the many thousands like them. Also, we have to know, for instance, just how important Danny Overstreet was to John Doe's decision to enlist. And precisely how much the *Post Book*, the *AOH* and the Europe film helped SFC Poe in finally convincing that young man that the Army was right for him.

We need to know that young Frank Moe showed up at a recruiting station 18 months later, partly because his mother suggested he look into it.

Do we know all these things? Obviously not. The only thing we know for sure is that one young woman placed a call to our toll-free number, we sent her a nice letter and a brochure and her name was provided to a recruiter.

What do we know?

What else do we know? We know from surveys that people remember seeing Army ads, that they did or did not find them believable, that they can or cannot recall specific ideas or themes. We know how many postcards and calls come in to REACT. We have ways of estimating how many others contact recruiters directly. All good dope, but based on fallible things like memory and interest. And none of it completely conclusive.

Does this all mean that we are flying blind? No more than your doctor is when he prescribes a drug to clear up your sore throat. After all, he can't see all those *streptococci* attacking your throat tissues, but he knows the symptoms, and he has much professional experience about the effects of the various medicines available. He is not always right, but that's not a good reason to avoid his help.

Would they still mumble, mumble, mumble after all that? I don't honestly know, but do think it less likely. What I did in my second and imaginary try was to lead that reluctant audience through a landscape peopled with believable characters doing plausible things to the territory of uncertainty and calculated risk that all leaders and managers must learn to inhabit. A similar journey could be undertaken on behalf of recruiting operations or any other aspect of the USAREC mission.

You may find it useful someday. And I might. With apologies to Mr. Whittier, the degree of sadness all depends on what might yet be.

Field File

THE EUROPEAN CONNECTION was what **Sergeant First Class Glenn Thomas** was asked to talk about at Hermitage High School in Henrico County, Virginia.

Sergeant Thomas being interviewed by one of the students who gives the morning news.

Late in November, Richmond DRC was chosen to test the USAREC Support Center's new European exhibits. Hermitage school was chosen as a test area.

The school administration was so impressed that they asked SFC Thomas to talk about the Army's European option on schoolwide close circuit television. (Southeastern Regional Recruiting Command)

THE SAME PLACE AT THE RIGHT TIME might be the best way to describe how **Colonel Elmer L. Routh** celebrated his 25 years of active service.

Instead of the traditional celebration of an evening at the club, he flew to Denver with his family so he could administer the oath of Army enlistment to his son **Kim**. In December 1950, Colonel Routh was sworn in at the same place on almost the same date and time his son entered active duty.

Colonel Routh is the commander of the Ballistic Missile Defense Communications Agency at Fort Hauchuca, Ariz. (Denver DRC)

A NEW APPROACH to career day was discovered by a Fort Smith, Ark., recruiter, that helps him get that little extra return on his routine recruiting activities.

Sergeant First Class Ray Mason has found a way to let the "Project AHEAD" colleges give him a hand in obtaining prospects from any high school career day.

"Representatives from several Project AHEAD colleges are usually present at any high school career day," SFC Mason said.

"At the career day I visit each of these representatives to insure that they are supplied with plenty of stamped literature," he stated. "This way I get an Army recruiting message into the hands of a student who might not otherwise receive it." (Little Rock DRC)

SUPER SENIOR SATURDAY was held recently by the Raleigh DRC at the Raleigh AFEES. It was held for all high school seniors who might be interested in the Army. Out of 102 seniors who turned out for the day, 71 signed into the Delayed Entry Program.

Sergeant Major James Silver of the Raleigh DRC had this to say about the young people in attendance: "This group of seniors was the best prepared group of people we have ever had in this AFEES at one time. They neither asked for nor expected things we couldn't offer. I feel this is an indication of how well the kids were counseled by the recruiters." (Raleigh DRC)

DUE TO QUICK ACTION on the part of **Sergeant Major Joe Frith** of the Raleigh DRC, Dale Green's life was saved.

Dale was eating her lunch at her desk in the DRC when suddenly she began to choke. Luckily for her Frith was the first one on the scene and recognized a case of "cafe cardiac." He pushed down on her ribcage until the food became dislodged. (Raleigh DRC)

Field File

THE "HONOR ROLL" of all the people who have been in the Army from Shiawasse County is kept by an Owosso, Mich., recruiter.

The honor roll was devised by now retired **Master Sergeant Clip Carrier**, a former Owosso recruiter. The job is now carried on by **Staff Sergeant Dave Morgret**. The roll has been kept since 1971 and has the names, dates of service and photos of county residents that have served or are now serving in the Army.

Staff Sergeant Dave Morgret adds the picture of Private Bill Tyler to the Shiawassee County Army Honor Roll in Morgret's Owosso, Mich., recruiting station.

Attractively laid out in red, white, and blue the honor roll now contains the names of more than 270 county residents who have served in the Army. Some of the photos and stories date back as far as World War I.

"It's good public relations," says Morgret. "Not only can our applicants see the pictures of their friends who are in the Army, they can also find the names of their relatives on the board."

Morgret recently issued a public plea for assistance in the local paper to get the board up-to-date by asking county residents for input. He says that he is now continuously adding names to the honor roll. (Michael Galbreath, Lansing DRC)

THE RELATIVES of recent enlistees are pleasantly surprised to hear from Redlands, California recruiter **SFC Kenneth J. Weinman.**

His phone calls and personal letters not only reassure the families of his interest, but also supply him with a valuable follow-up tool. The relatives are usually happy to send SFC Weinman a wallet-size photo of their service member. Weinman also learns when the new soldier is expected home on leave.

A short news release, including photo is usually sent to the local newspaper.

Weinman's follow-up technique gets him the parental support he needs, provides him with a very effective source of information during the leave period, and gains recognition in the community for the service member. The new soldier, happy in the Army, likes to spread the word. (Ron Van Dyck, Santa Ana DRC)

SERGEANT MAJOR RUDY SMITH of the Louisville DRC became the first sergeant major to receive the gold recruiting badge.

Smith was presented the award which he earned under QIPS in the Columbia, S.C., DRC, just prior to his re-assignment to the Louisville DRC.

EVEN FROM A FOXHOLE the Army looks good to high school counselors **Gabriel Ruzzini** and **Walter Johnston**, two of the 16 Pittsburgh area educators who recently toured Fort Polk, La., to find out what the new volunteer Army is really like.

They said what they found was impressive. The new barracks look like college dormitories. The curtained dining facility offers a cafeteria selection. The MOS library carries the most up to date audio-visual aids and Northwestern State University is building a branch campus right on post.

Two of the 16 Pittsburgh area educators who toured Fort Polk, check out the last remnants of the old Army, the foxhole.

"Before he went on that tour, I thought my counselor hated me and the Army," one recruiter said. "And I was right at the time; however, now he is sending me enlistments." (Janet Luffy, Pittsburgh DRC)

THE FIRST WOMAN in USAREC ever to earn the title of Distinguished Honor Graduate of the Defense Information School, Fort Benjamin Harrison, is **Donna Pittard**, a public information specialist at Atlanta DRC.

Donna finished first in a class of 31. This 8 week class included military and civilian students in the information field from five countries and four branches of the US Armed Services.

Mrs. Donna Pittard, shown here going about her daily duties that help keep Atlanta DRC on the move.

Mrs. Pittard said of the course, "I feel that the eight week course equipped me well for future work in the information field." As a member of the class, she was instructed in all phases of the information field — news writing, photography, and broadcasting, as well as community and international relations.

Donna continues a tradition at the Atlanta DRC. **Ron Hoskins**, chief of advertising and sales promotion, was also an honor graduate of the course three years ago. (Atlanta DRC)

IN THE SPIRIT of the Bicentennial and Army Adventure training, 30 troopers from the 101st Airborne Division (Air Assault), Ft. Campbell, will retrace part of the Lewis and Clark trail in Montana.

Their trek along the Yellowstone and Clark Fork Rivers is scheduled to begin at Sidney, Mont., on May 17th and end 800 miles later in Missoula on July 4th.

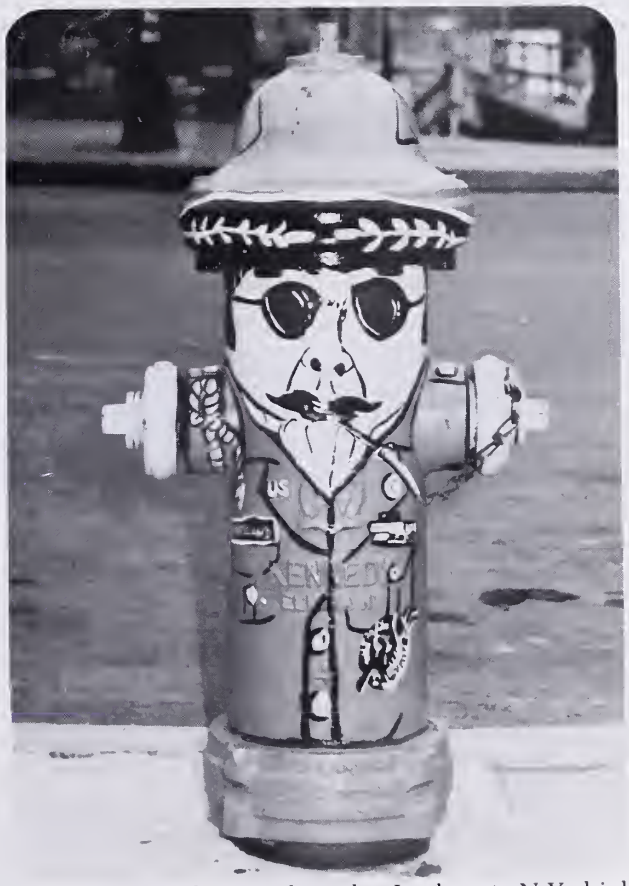
The idea originated at the Helena DRC. Letters of invitation were sent to posts and units throughout the United States seeking a platoon size group of soldiers to participate. The 101st answered the call.

A preliminary visit by a staff officer of the 101st was followed by **First Lieutenant Phil Yang's** visit for publicity purposes. Then the ball started rolling. Yang's visit resulted in state-wide coverage and an overwhelming reception.

Plans are presently being formulated for the men to participate in Bicentennial festivities along the route. At the starting point in Sidney, the troops will be guests at a buffalo burger barbeque and there will be national television coverge in Missoula on the nation's 200th birthday. (Helena DRC)

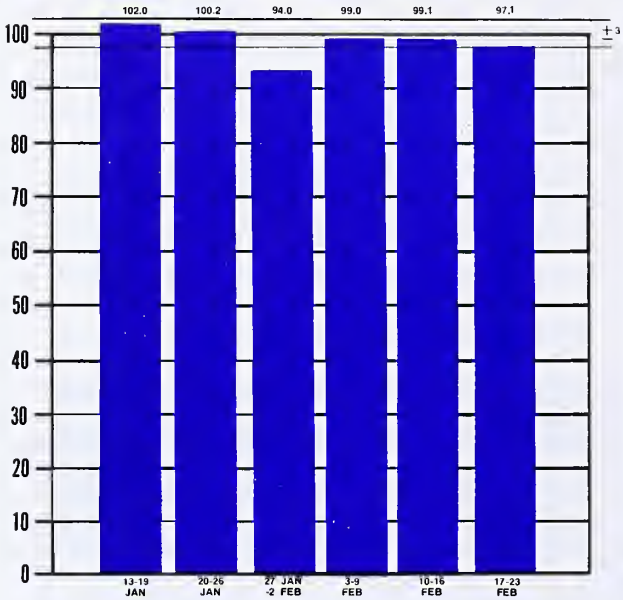
IMAGINE AN ARMY RECRUITER coming to work one morning and finding a second lieutenant keeping fire watch over his place of business.

That's what happened to **Sergeant First Class Carol J. Freeland**. The second lieutenant is in the form of a brightly painted fire hydrant complete with Freeland's name tag.

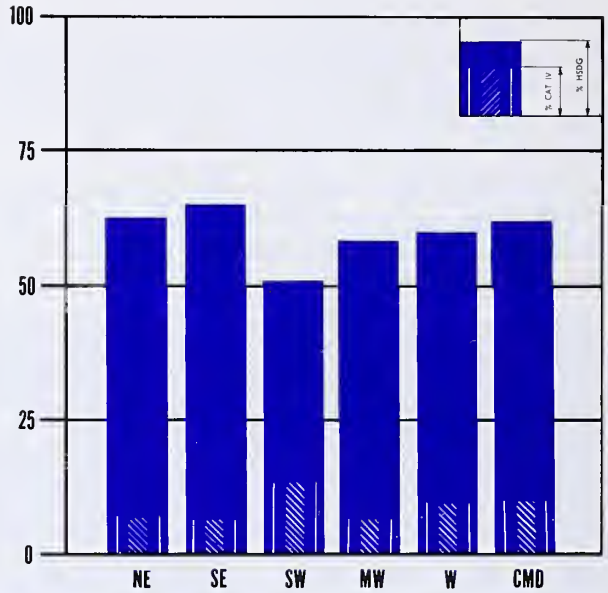


The paint job was done by Lockport, N.Y. high school students as part of a community project to decorate fire hydrants for the nation's Bicentennial. (SSG Lloyd E. Young, Niagara Falls DRC)

Q-2



Percent of weekly objective accomplished for shipping weeks indicated. Mission is accomplished when production falls within the ±3 percent floor to ceiling tolerance.



Percentage distribution of NPS high school diploma graduates and NPS male Cat. IVs by region as of 23 Feb.

QUANTITY & QUALITY

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

(For the period 20 Jan through 16 Feb)

22 of 22 weeks
- Atlanta
- Cincinnati
- Cleveland
- Columbia
- Concord
- Dallas
- Indianapolis
- Jackson
- Jacksonville
- Miami
- Montgomery
- Nashville
- Raleigh
- Richmond
- San Juan
- Syracuse

21 of 22
- Baltimore
- Lansing
- Phoenix

20 of 22
- Columbus
- Detroit
- Honolulu
- Philadelphia

19 of 22
- Denver
- New York City
- Niagara Falls
- Portland

18 of 22
- Charlotte
- Houston
- Little Rock
- Newburgh

17 of 22
- Seattle

16 of 22
- Albuquerque
- Beckley
- New Haven
- New Orleans
- Providence

15 of 22
- Albany
- Kansas City
- Los Angeles
- Pittsburgh
- Sacramento

14 of 22
- Helena
- Louisville
- San Antonio

13 of 22
- Santa Ana

12 of 22
- Harrisburg
- Newark

11 of 22
- Chicago
- Milwaukee
- Minneapolis

10 of 22
- Boise
- Omaha
- Salt Lake City
- San Francisco

9 of 22
- Amarillo

8 of 22
- Oklahoma City
- Peoria

6 of 22
- Boston
- Des Moines
- St. Louis

4 of 22
- Fargo
- Sioux Falls

January

QIPS credits/recruit

1.	SERRC	5.412
2.	NERRC	5.316
3.	WRRC	5.207
4.	MWRRC	5.183
5.	SWRRC	5.130
	Command	5.262

QIPS credits/recruiter

1.	SERRC	30.014
2.	WRRC	20.184
3.	SWRRC	19.492
4.	NERRC	18.747
5.	MWRRC	16.353
	Command	20.253

Top 20 DRCs

1.	San Juan	6,183
2.	Honolulu	5.686
3.	Sioux Falls	5.639
4.	Concord	5.574
5.	Harrisburg	5.547
6.	Syracuse	5.538
7.	Richmond	5.515
8.	Jacksonville	5.511
9.	Niagara Falls	5.500
10.	Montgomery	5.493
11.	Atlanta	5.461
12.	Pittsburgh	5.456
13.	New Orleans	5.448
14.	Boston	5.427
15.	New Haven	5.426
16.	Miami	5.413
17.	Raleigh	5.397
18.	Jackson	5.390
19.	Charlotte	5.398
20.	Columbus	5.375

Top 20 DRCs

1.	Montgomery	49.439
2.	Raleigh	38.941
3.	Jacksonville	36.637
4.	Richmond	31.013
5.	Columbia	30.320
6.	Phoenix	29.407
7.	Nashville	28.706
8.	San Juan	28.681
9.	Concord	28.604
10.	Jackson	28.098
11.	Honolulu	27.520
12.	Miami	26.211
13.	New Orleans	25.529
14.	Helena	25.182
15.	Lansing	24.404
16.	Seattle	24.021
17.	Charlotte	23.418
18.	Louisville	23.213
19.	Little Rock	23.015
20.	Atlanta	22.351

Rankings based on preliminary information received from regions. Does not include bonus credits.

Station Commanders' training ideas

This continuing feature is designed to assist station commanders with their professional development programs. It does not replace district and regional programs, guides and schedules. It is not intended to be a schedule at all; instead, feel free to adapt it to your local needs and situation as you see fit. Be sure to add to the list of references materials you have on hand. We recommend that you clip out these articles and keep them for future use.

SUBJECT AREA	REFERENCES	OBJECTIVES AND/OR REMARKS
Salesmanship	Chapter 2 Special Text 12-163	We, as station commanders, know that if every recruiter considers the prospect's ability to buy our product (the Army) in every presentation, more sales will be made. Chapter 2, ST 12-163, defines "salesmanship" in a logical step-by-step format that will refresh any recruiter's basic knowledge of salesmanship.
What People Buy: The Product	Chapter 3 Special Text 12-163	The recruiter knows that one of his prime missions is to help the prospect understand that upon enlistment he will be doing more than just a job, that he will be embarked on a way of life. Chapter 3 ST 12-163 gives the recruiter an outstanding insight into "The Product — Our Army" and "What People Buy."

OOE quiz

Policy Branch of Recruiting Management receives questions from the field on a daily basis. Those printed below are representative of the inquiries received most recently. Both questions and answers were provided to the *Journal* by Professional Development, Recruiting Management, HQ USAREC.

1. A continuation page of a military letter may contain less than 2 lines of text when. . .
2. The term "file" does not include. . .
3. Stamp indorsements are used on Army letters to. . .

Answers:

1. The entire final paragraph of the letter consists of only 1 line. Reference: AR 340-15, Fig 6-6.
2. Blank forms stocked for filling requisitions. Reference: AR 340-18-1, Para 1.
3. Forward correspondence with a brief comment. Reference: AR 340-15, Fig 6-18.

USAREC's Support Center

Supporting

The Big Army Europe Show

Designed mainly for senior high school students, this three-screen, six-projector slide show is housed in an expansible, air-conditioned/heated theater van capable of accommodating about 30 viewers. The show depicts various aspects of service in Europe.

With the shop and laboratory facilities of a major exhibit house and an experience factor dating back more than a quarter of a century, the U.S. Army Recruiting Support Center in Alexandria, Va., produces a variety of promotional products to meet the needs of the recruiter in the field.

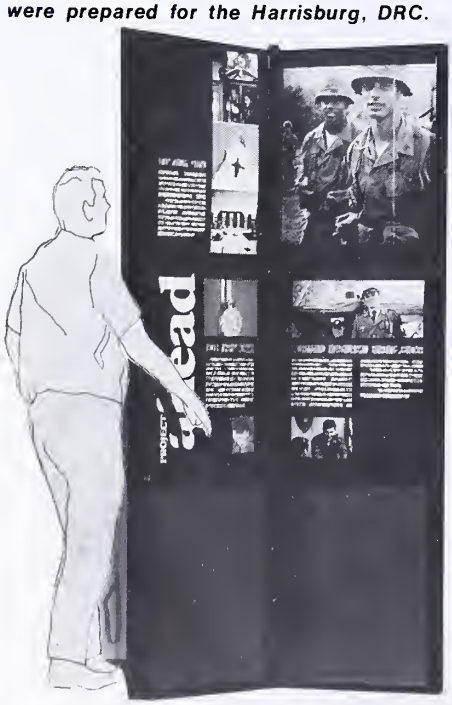
These products include large touring exhibits, multivision shows, customized and mass-produced audio-visual materials, small portable display structures and specialized display items. The Support Center is also tasked with the responsibility of coordinating the tours of demonstration teams such as the Golden Knights, Silver Eagles and the Army Field Band.

The capabilities of the Center range from idea development through the tour and evaluation of exhibits and encompass all the important in-between steps: topical research, design, photography and graphics, fabrication and finishing, electronics and promotional support.

To keep its inventory of 10 to 12 touring exhibits up-to-date, the Center produces three to four replacements each year. These touring exhibits are made

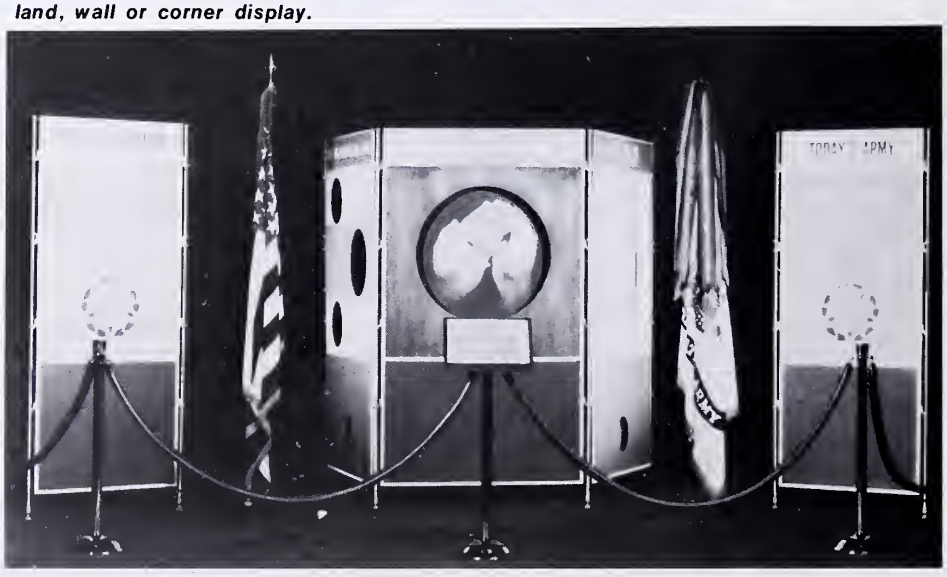
System 70: Focus on Project AHEAD

The panels and graphics for this versatile System 70 display were prepared for the Harrisburg, DRC.



Medal of Honor

Presenting the history of the Medal of Honor, this indoor exhibit can be set up as an island, wall or corner display.



the recruiter

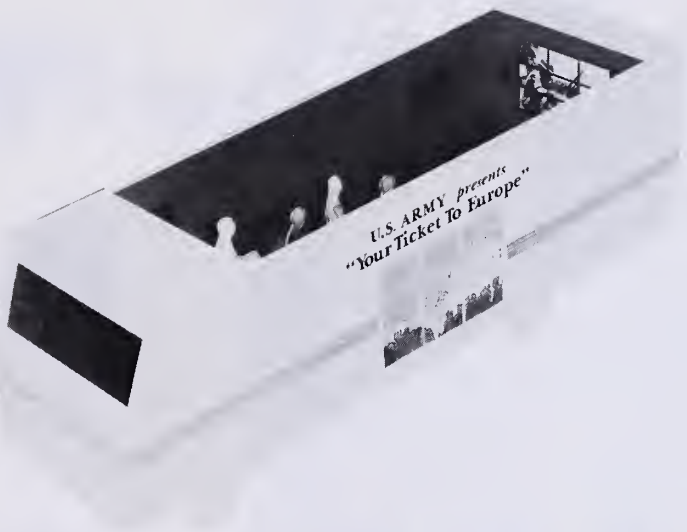
available to the regional commands for scheduling in their respective districts and recruiting areas.

In FY 75, more than four million Americans viewed these touring exhibits in 46 states and 137 cities. The exhibits generated more than 14,000 prospect cards.

In keeping with the general trend toward the use of multimedia productions, this year the Center developed three multivision shows for presentation at senior high schools. Should these shows prove to be as effective as currently anticipated, similar programs may replace some of the more conventional exhibits now in the inventory.

Since large touring exhibits may not always satisfy the day-to-day requirements of the recruiter in the field, the Center also designs and produces small portable display structures, film strips and slide shows, topical photo packets and other special items.

The photos accompanying this article are representative of the exhibits and displays currently available or in the development stage. Your DRC can inform you as to availability.



Your Ticket to Europe: I

The theme of this multivision show is the European enlistment option. Nine viewing screens and more than 700 colorful slides are used in this presentation. The van seats about 12 viewers.

Kiosk Display

The kiosk concept adds a new dimension to the small structure inventory available to USAREC. The cylindrical kiosk affords all-around viewing and has a battery operated system for tapes.

Choice not Chance: Travel

Designed to be set up in a variety of configurations, this indoor exhibit shows the many areas of assignment for which a prospect may enlist. The primary viewing area consists of interchangeable transparencies and photomurals.

Sandy Williams with a sampling of her pastel art work in the Brookfield Recruiting Station.

The Woman Behind the Silver Badge

By ALICE J. SOJKOWSKI
Milwaukee DRC

Sketching a picture of the Army shouldn't be difficult for an artist, particularly when the artist is married to an Army captain. For Sandra Williams, wife of CPT Charles R. Williams, area commander of the Brookfield zone, Milwaukee DRC, the Army and an interest in art is a winning combination. Through her enthusiasm for pastels, (chalk drawing) Sandra has met a lot of people at art shows and art classes, and in the flow of conversation has managed to talk about the Army.

She has found that many people still think of the Army only in time of national crisis, and do not realize how drastically the Army has changed, especially in terms of education and training. Many of the older men and women she meets — after discovering Sandy to be an Army wife — reminisce about their days in World War II. She provides them with up-to-date information on the volunteer Army, with the hope that they will talk to their children and grandchildren about the possibilities of enlisting. Word of mouth is one of the most effective methods of advertising, and with Sandra's style of "public relations," she has surely been a big help to her husband.

Recently, she was presented with a merit award for her artwork at the League of Milwaukee Artists Show, and a second place award at Waukesha County Technical Institute's art fair. Sandra's work is also displayed at a savings and loan in Brookfield Square, and she has sold more than 40 pictures at various art shows in the metropolitan Milwaukee area.

Since still lifes are her specialty, CPT Williams requested his wife to do a special still life for him: a representation of his father's burial flag, his own saber from ROTC class and his son's drumsticks. The pastel was seen by Congressman Bob Kasten, 9th Congressional District, Wisconsin, who was so impressed that he took it to Washington where he presented it to an aide of President Ford. It will be used in a Bicentennial exhibit next year in Washington.

Through the combination of art and Army, Sandra has helped inform the public about Army advancements, giving a boost to the recruiting effort. You could say that in the case of CPT and Sandra Williams, the Army has turned out to be the focal point of the picture.

Dear Pvt. Jones,

Many recruiters are already doing it, or are thinking about doing it, or are wishing they knew how to do it.

What are we talking about? A recruit followup system.

A good followup is an excellent way for a recruiter to get a constructive evaluation of his sales performance from the men and women he puts in the Army. Recruiters can find out if they are up-to-date on basic training procedures and if their information is essentially correct. They will find out if they "oversold" the Army, or mistakenly left some important information out of their presentation. Likewise, a recruiter may also find that his sales approach is just right, giving him added confidence.

Another purpose of this followup is to ask the recruits for their next leave period and for a list of friends who might be interested in the Army way of life.

A sample followup letter and questionnaire developed at USAREC headquarters will soon be arriving in the field. Recruiters may add questions to the questionnaire and personalize the letters of transmittal by changing to fit the individual recruiter's style and rapport with the recruit.

The followup packet, including a self-addressed, franked envelope, can be given to recruits before they leave for the reception station, with the request that they send it back in about six weeks. Or, a recruiter can call the family or friends of the new soldier for his training address and send the letter and questionnaire. The six week time frame allows the recruit time to make the adjustment from civilian to military life and to sort all the information given him before answering the questions.

The most important thing to remember about this followup is that it is intended to be a bonafide aid for the recruiter. The intent is to help the recruiter in his sales presentation — to find the weaknesses as well as the strong points.

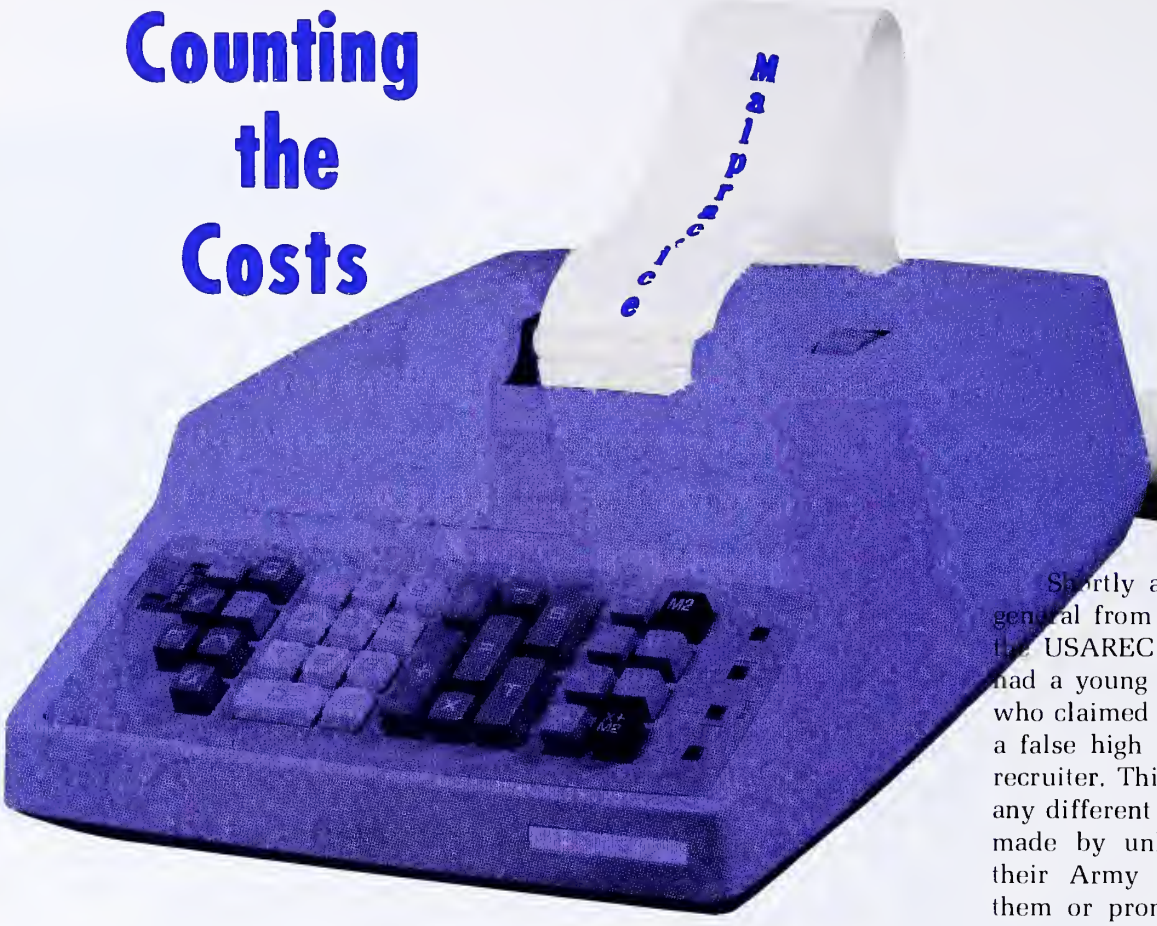
Along with the followup will be surveys conducted at BCT and AIT centers. One BCT class will be surveyed each quarter, during the seventh week of BCT. Likewise, one AIT class, in the last two weeks of its training period, will be surveyed quarterly.

And, not to leave out the "middle managers," BCT and AIT company commanders will also take part in the followup program. The results will aid the Recruiting Command in making policy and procedural decisions, and in solving recruiting related problems.

Before long we'll know just how we rate. It ought to be a real learning experience.

Sincerely,
Your Recruiter

Counting the Costs



By MAJOR JOHN C. PIERSON
HQ USAREC, Inspector General

"Malpractice," that nasty word which raises more eyebrows and hinders the efforts of the Recruiting Command more than anything else, was discussed in the November issue of the *Journal*.

Let's take a look at a typical malpractice case which actually occurred in USAREC and see what it cost.

Malpractice is brought to our attention in many ways and may be investigated through many channels. The allegation of wrongdoing may surface through the Liaison NCO at the basic training reception station, a post inspector general, Department of the Army Inspector General, Congressional referrals, or maybe even as an anonymous letter to someone in the Army.

Once the complaint is surfaced, it is then channeled to the Army agency that has the authority to conduct an investigation and determine if the allegation is substantiated or refuted. An investigation may be performed by an inspector general, a CID representative, or a USAREC officer appointed by the regional commander.

Recently, the USAREC IG office was called by an Army post inspector general's office and informed that there was a young Army enlistee in a stockade who claimed that his recruiter had provided him with a false high school document. The Post IG asked what should be done about the complaint.

USAREC's IG requested that sworn statements be taken from the individual and sent along with copies of his enlistment paperwork to Headquarters, USAREC, for review and determination as to the validity of the statement. In reviewing the facts it was determined that the enlistee's statement could not be accepted over that of the recruiter that he did not know anything about a false diploma. After all, why would a recruiter put his career on the line to effect such an enlistment?

Shortly after this, an inspector general from a different post called the USAREC IG and said that they had a young enlistee in their office who claimed that he had been given a false high school diploma by his recruiter. This did not appear to be any different from other complaints made by unhappy applicants that their Army recruiter had lied to them or promised them something which they did not receive.

However, it was discovered that these two young men, who were stationed in different parts of the country in different duty assignments and enlisted over one year apart, had something in common. They were from the same hometown and had been enlisted by the same recruiter.

Could it be that an Army recruiter would effect a fraudulent enlistment?

Why? He had everything going for himself. He was a hometown boy, raised in the area. He had gone to the local high school, and had married his teenage sweetheart. The recruiter had been assigned there several years, was extremely popular with the citizens, and had worked hard to earn their confidence and respect.

He spent many hours, and much of his own money, in the establishment of a good, sound recruiting program in the area. He was chosen as the chairman of the local parade committee, was active in civic organizations and had held office in

these organizations. The sergeant had the entire community supporting his recruiting efforts. Surely such a person would not stoop to malpractice! He apparently had nothing to gain from a fraudulent enlistment.

The USAREC Inspector General's office directed one of its investigators to go to the area to conduct an inquiry to determine the facts. This would necessitate close coordination with the region and DRC involved, so that they understood the allegation and the many hours required to research and question the recruiter involved as well as family and friends of those making allegations.

The inquiry took a total of ten days and resulted in a cost to the Recruiting Command — for one investigator — of more than $1,200. A total of 110 hours were used by the investigator during this time in travel, research and interviews. This inquiry revealed that not only two persons were enlisted without a high school diploma, but, indeed, several persons over a period of two years. The Army learned that it did not have just two soldiers who had enlisted for options for which they were not entitled, but several.

The inquiry was concluded by the USAREC Inspector General and referred to the region for further investigation and determination as to what action should be taken against the recruiter.

Was $1,200 the cost of malpractice in this case? Certainly not, as we must also consider other costs such as the following:

- The recruiter was relieved of recruiting-related duties and placed in a nonproductive status pending the final determination of what would be done to him and where he would be reassigned. This, therefore, resulted in the recruiter being unproductive for a period in excess of six months. This equates to more than $6,000 for the average senior NCO of this grade and time in service. Positive steps have been taken to make final disposition of these cases more expeditious.
- In addition, the Army had lost immeasurable credibility in this small rural community. It will take months for another recruiter to develop rapport in this area and make it-the producing area for which it has the potential.
- The family of this recruiter has also suffered as they must live with the fact that their husband and father has done something dishonest.

What used to be an ideal situation and a dream of future retirement had been destroyed by the pursuit of quick rewards and honors by an ambitious recruiter who was not willing to enlist only the very best, but rather decided on his own, to help a few young men and himself at the same time.

There is no doubt that the system can at times be beaten but who really suffers?

Don't allow yourself to be the victim of malpractice. If you are not sure, "ask." If you decide you are above the system, then you may recognize this sound. "I would like to introduce myself, I am MAJ Jones from the USAREC Inspector General office and I am here. . . ."

Count the cost of malpractice to yourself, your family, and the United States Army before you choose.

Commendable Areas

The FY 76 USAREC IG Inspection Program is well underway. All recruiting areas in the NERRC and MWRRC have been inspected. It should be noted that recruiting areas assigned to DRCs inspected by the DAIG were not considered in this rating.

Each area has received an overall assessment using the terms "satisfactory" or "unsatisfactory" and several have distinguished themselves by outstanding performance in each of the functional areas outlined in the July 1975 issue of the *Journal*. As a result, it is the consensus of the IG and the region commanders that the following recruiting areas were performing their mission in a commendable manner: (Listed alphabetically, by region):

Midwestern Region

Cleveland RA — Cleveland DRC

CPT Garrett Bourne
SFC Freddie Combs

Columbus-West RA — Columbus DRC

CPT Joseph Serio
MSG Richard Cleveland

Roosevelt RA — Detroit DRC

CPT Donald Smith
MSG Frank Burns

Northeastern Region

Fairfax RA — Washington DRC

CPT Stephen Phillips
MSG Merle Estes

Hyattsville RA — Washington DRC

CPT Michael Foster
MSG Alex Blackburn

Norwalk RA — New Haven DRC

CPT Jay Davidson
MSG Joseph McNulty

As the USAREC IG completes his inspection of each region, the commendable recruiting areas will be added to this list in subsequent issues of the *Journal*. Congratulations!

Update

School Selection Rate

Last month's issue of the *Journal* listed the names of eleven lieutenant colonels selected for senior schooling. The selection rate of USAREC-eligible personnel was 8.2 percent as opposed to 5.7 percent Army-wide.

In addition, 47 members of the Command have been selected to attend the Command and General Staff College, or its equivalent . . . 18 of them area commanders.

Why do people join the Army?

You asked for it . . . in "Forrester's Focus." A benefits RPI — 251 — out this month (March) for handing to prospects. *NOT* a take-one item. It's a summary of Army benefits and pay in outline form. It can be used as a guide in your presentations. Distribution . . . 25 per recruiter with a Direct Account MAQ of 100. Reprinting will be often — as frequently as significant changes occur.

Military Intelligence

The military intelligence career management field (CMF 96) includes these MOS: 96B, intelligence analyst; 96C, interrogator; 96D, image interpreter; 97B, counter-intelligence agent; 97C, area intelligence specialist; and 97D, MI coordinator. These MOS are used mostly in MI units and intelligence staff sections.

Each MOS is directly involved with intelligence activities, but MOS 96C has something extra involved. Before an enlistee can be awarded the MOS, he must first be qualified in a foreign language. Proficiency is indicated by completing a language course and being awarded MOS 04B (translator) before being sent to an interrogator course.

According to people who have attended it, the interrogator training, attended after the 04B course, is one of the most difficult, most demanding courses in the Army.

Recruiters and guidance counselors have to make sure that prospective enlistees for any intelligence MOS meet *all* prerequisites, and that all pre-enlistment counseling and actions are accomplished to completely eliminate any possible misunderstandings regarding enlistment promises and assignments.

Reenlistment RPIs

The following list includes items currently available for requisitioning for **reenlistment** purposes only. All requisitions should be submitted **by career counselors** on Form DA-17 (3 copies) through Commander, US Army Recruiting Command, ATTN: USARCASP-D, Ft. Sheridan, Ill., 60037, to US Army Publications Center in accordance with AR 601-280, para 1-14. Unless otherwise indicated all posters are small (11" X 14").

RPI 300, Booklet, If there's a question, you'll have the answer.
RPI 302, Folder, Your career decision.
RPI 303, Folder, How to tell your friends you're reenlisting.
RPI 304, Poster, I'm taking it one hitch at a time.
RPI 305, Poster, The Army's been good to this Army wife.
RPI 306, Poster, When you're doing something of value, you value yourself more.
RPI 307, Poster, Since I've been in the Army, the longest I've sat still is for this photograph.
RPI 308, Folder, Why are you staying in?
RPI 311, Poster, I want a job with excitement and intrigue.
RPI 313, Poster, I like going to school and getting paid for it.
RPI 317, Poster, Now I'll be working near home.
RPI 319, Poster, I'd like to live in Europe. Not just visit.
RPI 325, Poster, $8,000 is $8,000.
RPI 331, Poster, Music is where I want to be.
RPI 332, Folder, Music is where I want to be.
RPI 334, Poster, How to tell your friends you're reenlisting.
RPI 349, Decal, We serve proudly.
RPI 356, Label, Career Counseling. 3-1/2"
RPI 357, Label, Career Counseling. 9"
RPI 358, Label, Career Counseling. 1"
RPI 366, Booklet. Take a look at all the things you've been taking for granted.
RPI 921, Poster, Start college while you're serving.

Please note that the above listed **reenlistment** RPIs are the only **reenlistment** RPIs presently available for requisitioning.

Sourcebook '76

Distribution of *Sourcebook '76*, a 72-page book featuring editorial content of high interest to high school seniors, was completed recently to thousands of high schools around the country. Distribution was based on requests from individual high schools.

It is expected that *Sourcebook '76* will be a much sought-after publication by high school seniors and will be especially useful to DRC education coordinators, and to recruiters in their contact with high school groups.

Distribution within USAREC included one for each recruiter plus copies to the area, DRC and RRC commanders.

Exchange Expansion

The Army and Air Force Exchange Service (AAFES) is in the midst of a major expansion of its services, systematically adding whatever customer demand permits.

Increased scope of services in beauty and barbershops, florists and optical shops is part of the plan. For example, beauty shops now have hairpieces and many other accessories, and barbershops are offering a wide selection of hair-care merchandise in addition to the services normally performed in the shops. Shoe repair shops will now sell shoe and foot-care items, and watch repair shops will now have a wider selection of watchbands, nameplates, plaques, and even key service.

Overseas, where exchanges are allowed to carry a wider range of goods and services, AFEES has commodity concessions offering musical instruments, furniture, rugs and many other specialties.

Since 1973, over 850 new service locations have been established. They include pet grooming, packing and shipping, bicycle and lawn mower repair, quarters cleaning, car and trailer rental, amusement centers and sketching studios — whatever local tastes and demands have required.

SMOS Testing

Secondary MOS testing for *all* soldiers was suspended last month until skill qualification tests (SQT) become available, according to a MILPERCEN message.

The suspension resulted from studies that indicated an extra heavy workload would occur at testing facilities in adjusting to a combination of PMOS/SMOS testing, the new EER/SEER, and the new SQT testing.

In an earlier MILPERCEN message, SMOS testing was ended for all E9s. Another message temporarily exempted soldiers in grades E6 and above of the requirement to acquire a new SMOS when their old SMOS was eliminated through EPMS conversions.

MILPERCEN will announce detailed policies governing award/designation, use and evaluation of secondary MOS, after those policies have been developed.

Media Payment

One of the problem areas that the IG has noted as recurring involves the local media payment system (commonly known as the Ayer payment plan). A new regulation explaining the proper use of the system is about to go to the field. All persons involved — **in any way** — with advertising (recruiters, area commanders, DRC and RRC A&SP personnel), would be well-advised to read the regulation closely.

As a back-up for those of us who find officialese bordering on the incomprehensible, a "Direct Action" describing the media payment system's proper **and** improper use, and highlighting likely problem areas, will be in the mail in mid-March.

Traffic Points

Since the first of 1976, a system of assessing traffic points has been in effect for USAREC's drivers of military or GSA vehicles. The system is similar to that in effect for many states, where the accumulation of a certain number of points can result in the suspension or revocation of drivers' licenses.

The USAREC and/or RRC safety officer will analyze DA Forms 285 (Accident Report) and conduct other inquiries as necessary, to determine how many points are to be assessed when operators have committed traffic violations.

Typical of points that can be assessed are:

- Reckless driving — 6 points
- Hit and run — 6 points
- Driving under the influence — 6 points
- Failure to obey traffic sign — 4 points
- Operating an unsafe vehicle — 2 points

When 1 to 5 points have been accumulated, the operator is officially notified and is referred to a remedial driver training course; when 6 to 8 points are accumulated, the operator's license is suspended for 15 days and the operator is referred to a remedial driver training course; in addition, when 9 to 11 points are accumulated, the license is suspended for 30 days and the individual receives 6 months probation. Accumulation of 12 points within a 12 month period, or 18 points within a 24 month period, means the operator's license will be revoked for a minimum of 6 months.

All point assessments are noted on the DA Form 348 and shall remain in effect for a period of 24 months from the date of assessment.

In addition to point assessments and any actions resulting therefrom, liability, judicial or non-judicial action, or relief action, may result if the commander deems them necessary.

Update

Ads

The ads scheduled for the March 1 issue of *Time* and the March 8 issue of *Sports Illustrated* have been cancelled. Still on are ads in the March issue of *School Counselor*, the March/April issue of *Today's Education* and the April issue of *Industrial Education*. The scheduled ad is "I'm a soldier at Ft. Lewis, Washington. And a student at Eastern Kentucky University. I think Project Ahead. . . ."

Medical Information

Because of the varied, technical and changeable information relative to the Army's search for medical doctors, dentists, veterinarians and MSC officers, the Surgeon General's office has stationed AMED counselors throughout the U.S. to provide up-to-date answers for questions asked of recruiters by civilian medical personnel.

Should a civilian dentist or veterinarian, for example, ask the recruiter about service in the military, the recruiter should refer that person to the nearest AMED counselor. If you don't have the list with names and phone numbers, the ANC counselor, nurse recruiter or operations section of the DRC should have it.

Queries about the Uniformed Services Medical School should be referred to that school at 6917 Arlington Road, Bethesda, Md. 20014.

Radio

In the public service radio show department, Don Drysdale's "Bullpen" is the only radio show to survive the advertising budget cut. Series 28 will be the last series for Roger W. Morgan's "For Today's Army," Billy Pearl's show of the same name, and Gene Price's "Country Express."

If a station in your area is carrying one of the discontinued programs, that shouldn't mean the end of PSA time. Sell them the Drysdale show.

Because "Bullpen" is basically a sports show, it won't matter if the radio station's format is rock, country/western or middle-of-the-road. Also, the five-minute length of the Drysdale show should make it a more popular and easier to use show than the programs which ran more than 20 minutes in length.

No Longer OCS

Army training is rapidly changing to keep pace with strides in educational technology, and as a result, The Army Officer Candidate School is now called The Branch Immaterial Officer Candidate Course (BIOCC), conducted at the Army Infantry School.

At Fort Benning, the BIOCC has a reputation for demanding a student's highest potential. Officers are commissioned in 14 weeks but must attend an officer branch basic course before being considered branch qualified.

Every candidate spends more time in hands-on training, performing in the field environment and taking part in more road marches. Mental stress is still an important segment of BIOCC, but the curriculum demands that it contribute significantly to the development of the candidate. Physical training still plays a major role in today's candidate training. Every officer is required to be as efficient and physically competent as his men.

All male personnel with a Baccalaureate degree from an accredited 4-year school may apply. They will incur a three-year obligation and must apply between ages 18 and 27. The provisions of AR 351-5 apply for EM and warrant officers now on active duty.

Retired Pay

The retired pay operations branch at the Finance Center in Indianapolis now has a toll-free number for pay assistance for all retirees or potential retirees. During normal duty hours, 7:45 a.m. to 4 p.m. (Eastern Standard Time), a call to 800-428-2290 will bring an answer to retirement pay questions. After the normal duty hours, a telephone answering device will take the question on tape and the answers will be provided later.

For The Record

DEP Enlistments: The Raleigh DRC reports that 5.74 enlistments (high school graduates) per recruiter are in the Delayed Entry Program as of Dec. 31, 1975.

Gold Badges: In response to the Montgomery DRC's claim that their 53 recruiters with gold badges on Sept. 18 set a new record (See November *Journal*), the Jacksonville DRC claims 61 at the same time. The Jacksonville DRC now claims 73 gold badges, including an all-gold counselor shop at the Jacksonville AFEES.

QIPS Points: The Jacksonville DRC also goes on to claim a record for total QIPS points for the first full year of operation under the system. They say that Montgomery DRC's claim (in the November *Journal*) of 30,384 QIPS points doesn't match their 41,768 QIPS points during the same year period.

When you've seen one computer, you've seen 'em all. Wrong!

A computer is a computer, right?

Right! So why should USAREC want another computer when there are already two around in running condition?

For the same reason you wouldn't bet on either of two old plow horses in the Kentucky Derby.

USAREC's directorate of information and communication systems management (DICSM) has two IBM 7040 computers, and by this summer, they should be replaced with UNIVAC 1108 equipment. This will mean a net gain of 1970's state-of-the-art computer capabilities.

To the average recruiter, this doesn't mean much. He knows RPIs come from the A&SP directorate, sedans from the Logistics directorate, and objectives from the Recruiting Management directorate, but what has DICSM ever done for him?

Considering DICSM's mission, there's not much the average recruiter can point to. This directorate's mission is to collect management information from all USAREC operations, manipulate it as necessary, and then distribute it to all the functional managers needing it in a form they can use.

For example, one important job the directorate has is receiving all information from AFEES on accessions in all services. Once the accessions are broken out by service, each service is informed of enlistments. The information on Army enlistees is also sent to the appropriate reception station and to the command for which enlisted.

The 7040s can do this because computer sophistication of the 1960s is sufficient. Unfortunately for the 7040s, USAREC and recruiting have moved to the mid-1970s and requirements are different.

On the other hand, the ZIP Code Accession Report, one of the basic tools needed for recruiting station market analysis (SMART board), has to be run by a DoD computer because the 7040 isn't up to it.

Since USAREC moved from Hampton, Va., many things have changed the appearance and mission of USAREC. While all other functional areas have progressed way beyond "the way we did it in Hampton," the same IBM 7040s are still doing things pre-Fort Sheridan. This is one reason why reports reproduced by DICSM may be late or very bulky, and, therefore, can be of little or no use to the recipient.

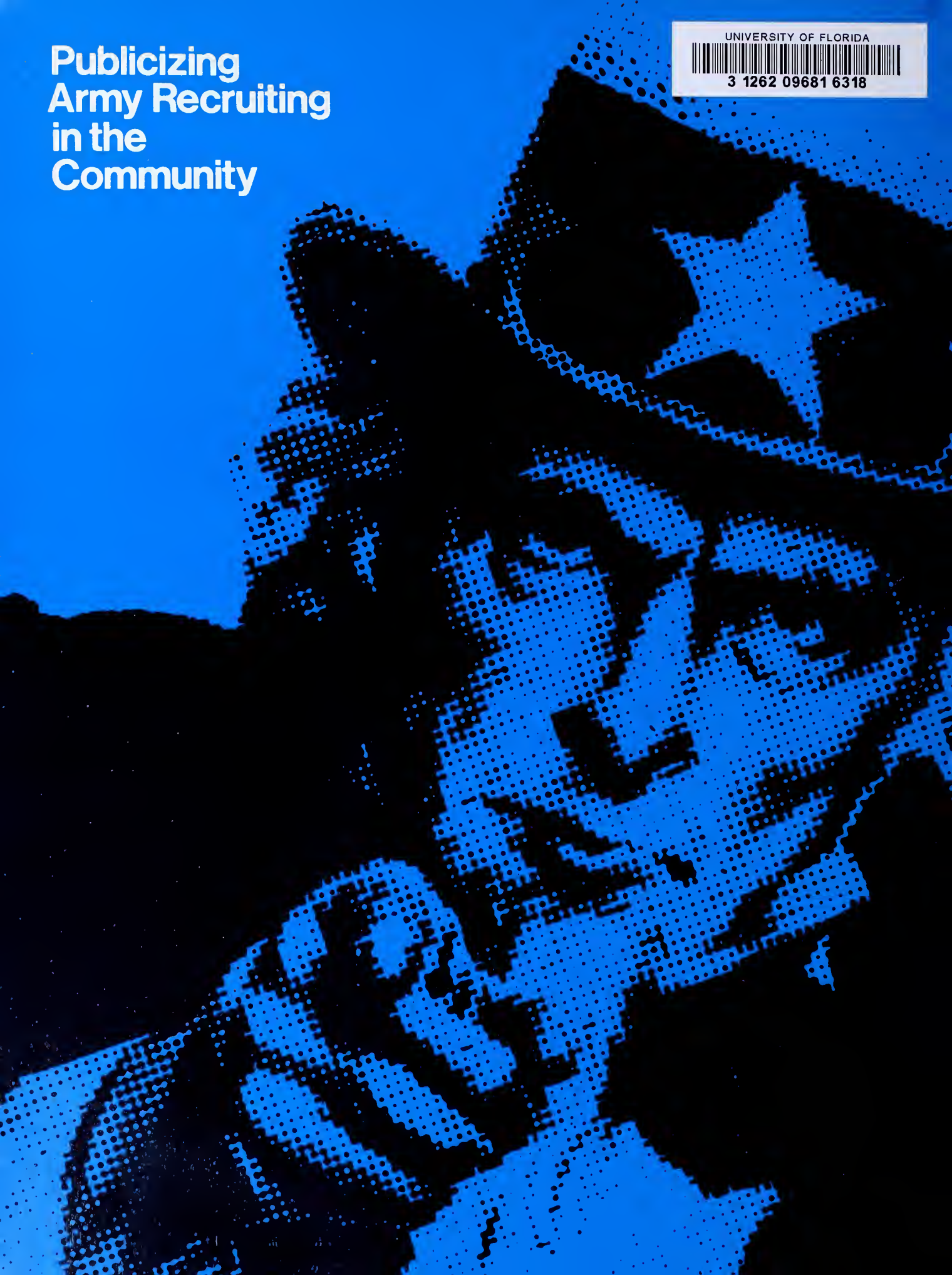
In 1974, this shortcoming in support of the recruiter force was recognized and efforts were begun to upgrade USAREC's computer capability. HQ DA approved replacing the 7040s with the UNIVAC 1108. The 1108 will not be an answer to all past problems, but it will provide the capability to expand their function to a level of support that should satisfy all users in a much more accurate and timely way.

Although new to USAREC, this 1108 has spent the last couple of years working for MILPERCEN. When it arrives at Fort Sheridan, the computer and its related equipment will be housed in a former cavalry stable that is being remodeled. Once in operation the computer will help the recruiter and all other people in USAREC by:

- Reducing, and eventually eliminating, duplicated reporting. Today, because the present computer system isn't sufficient, many hours are required to report the same type of management information in many forms to many different agencies.
- Sharing management information with all personnel concerned. Although many hours are spent reporting and forwarding data to higher levels, little if any of it finds its way back to the originating level. The new system will not only collect and hold data, it will turn it around and share it with the working levels.
- Providing tools, in the form of management information, to everyone so as to work in a more efficient manner. Not only will managers know about their own mission, they will have information to show comparative operations in other geographic areas.

In summary, even though the function of management information has come along at a slower rate than the rest of USAREC, it's catching up. The result will be better support of those who do the job.

Publicizing Army Recruiting in the Community



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